Cabinet

Wednesday 19 February 2014 at 2.00 pm

To be held at the Town Hall, Pinstone Street, Sheffield, S1 2HH

The Press and Public are Welcome to Attend

Membership

Councillor Julie Dore	(Leader of the Council)
Councillor Leigh Bramall	(Business, Skills & Development)
Councillor Jackie Drayton	(Children, Young People & Families)
Councillor Isobel Bowler	(Culture, Sport & Leisure)
Councillor Ben Curran	(Finance and Resources)
Councillor Harry Harpham	(Deputy Leader/Homes & Neighbourhoods)
Councillor Mazher Iqbal	(Communities & Inclusion)
Councillor Mary Lea	(Health, Care & Independent Living)
Councillor Jack Scott	(Environment, Recycling & Streetscene)

Sheffield
City Council

PUBLIC ACCESS TO THE MEETING

The Cabinet discusses and takes decisions on the most significant issues facing the City Council. These include issues about the direction of the Council, its policies and strategies, as well as city-wide decisions and those which affect more than one Council service. Meetings are chaired by the Leader of the Council, Councillor Julie Dore.

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 Cabinet meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Cabinet meetings are normally open to the public but sometimes the Cabinet 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.

Cabinet decisions are effective six working days after the meeting has taken place, unless called-in for scrutiny by the relevant Scrutiny Committee or referred to the City Council meeting, in which case the matter is normally resolved within the monthly cycle of meetings.

If you require any further information please contact Simon Hughes on 0114 273 4014 or email simon.hughes@sheffield.gov.uk.

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.

CABINET AGENDA
19 FEBRUARY 2014

Order of Business

NOTE: The next meeting of Cabinet will be held on Wednesday 19 March 2014 at 2.00 pm

ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

New standards arrangements were introduced by the Localism Act 2011. The new regime made changes to the way that members' interests are registered and declared.

If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest** (DPI) relating to any business that will be considered at the meeting, you must <u>not</u>:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)

- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -
  o under which goods or services are to be provided or works are to be executed; and
  o which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

- Any tenancy where (to your knowledge) -
  – the landlord is your council or authority; and
  - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

  (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and

  (b) either -
    the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
    if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in

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land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or

- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously, and has been published on the Council's website as a downloadable document at -http://councillors.sheffield.gov.uk/councillors/register-of-councillors-interests

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Lynne Bird, Director of Legal Services on 0114 2734018 or email **lynne.bird@sheffield.gov.uk**

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SHEFFIELD CITY COUNCIL

Cabinet

Meeting held 15 January 2014

PRESENT: Councillors Julie Dore (Chair), Leigh Bramall, Jackie Drayton, Isobel Bowler, Ben Curran, Harry Harpham (Deputy Chair), Mazher Iqbal, Mary Lea and Jack Scott

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1. **APOLOGIES FOR ABSENCE**

1.1   There were no apologies for absence.

2. **EXCLUSION OF PUBLIC AND PRESS**

2.1   No items were identified where it was proposed to exclude the public and press.

3. **DECLARATIONS OF INTEREST**

3.1   Councillor Mazher Iqbal declared a personal interest in agenda item 10 'School Places in Sheffield: Report Back From Consultation' (see minute 9 below) as a Governor of Acres Hill Primary School

4. **MINUTES OF PREVIOUS MEETING**

4.1   The minutes of the meeting held on 18 December 2013 were approved as a correct record.

5. **PUBLIC QUESTIONS AND PETITIONS**

5.1   Petition supporting the Proposed Don Valley Railway Line from Sheffield to Stocksbridge

    Cabinet received a petition, containing 2000 signatures, supporting proposals for a railway line between Sheffield and Stocksbridge. In submitting the petition Chris Bell, the lead petitioner, commented that the proposals would shorten journey times and were supported by many in the local community.

    Cabinet referred the petition to Councillor Leigh Bramall, Cabinet Member for Business, Skills and Development. He commented that he supported, in principle, better services. All projects needed to be assessed for cost benefit and whether they would deliver the best value for money. Councillor Bramall stated that he would provide a formal written response to Mr Bell.

5.2   Petition Requesting the Council Review a Number of Taxi Issues

    Councillor Ibrar Hussain submitted an additional 118 signatures in support of the petition submitted to the Council on 8 January 2014 requesting the Council review a number of taxi issues. It was agreed that these signatures would be added to

those previously submitted.

5.3   Petition Opposing the Proposed Expansion of Acres Hill Primary School

Cabinet received a petition, containing 146 signatures, opposing the proposed expansion of Acres Hill Primary School. Terry Navin spoke in support of the petition. He stated that he was concerned about the profound impact the proposals would have on school children. The intention was to prevent local people having to travel far to school but the outcome would actually be the opposite and it would encourage people from outside the local area to attend Acres Hill.

The potential addition of 100 children would drive performance down at the school and would have a devastating impact on children already there. The proposals stated that the expansion would be a temporary measure until 2015 but literature released by the school had said 2020. The proposals would also create a traffic hazard and a traffic count had not been undertaken despite being promised.

Cabinet referred the petition to Councillor Jackie Drayton, Cabinet Member for Children, Young People and Families. Councillor Drayton responded that she would provide a written response to the petition. Across the country in recent years there had been a major increase in birth rates. Sheffield had also seen a number of new arrivals from other countries. There was therefore a need to build new schools and ask schools across the City to find temporary places.

The reason that the proposed expansion was temporary was that officers needed to assess the impact of the proposed new school in Darnall and whether parents would decide to send their child there rather than Acres Hill. Acres Hill had had a pre-christmas visit from Ofsted. Ofsted had reported that the school had taken rapid action to implement improvements requested through an action plan. Councillor Drayton commented that what counted in raising attainment was quality of teaching, learning and leadership and not numbers of pupils. The traffic issues would be looked at and highways officers would be involved in the development of the proposals.

5.4   Petition in respect of Selective Licensing

Cabinet received a petition, containing 8 signatures, opposing selective licensing in the Fir Vale/Page Hall area. Ashran Ashraf addressed Cabinet in support of the petition. He stated that he did not have any rental properties in the target area but wanted to object to the proposals. The first reason for objecting was the financial cost of the scheme. Similar schemes in other local authorities had been loss making and the costs for the proposals were new and would not be met by existing budgets.

Additional staff would be required to administer the scheme and would not be funded by licensing fees. The scheme stated that no more than 4 people would be able to live in a 2 bed house so Mr Ashraf questioned if that meant when the scheme was introduced people would be evicted from their homes if they lived in a house with more than 4 people?

Proposals for the scheme also stated that 2 references would be required to obtain a license and that, if a landlord was unable to provide them a meeting would need to be arranged with Council officers. This could lead to over 300 meetings needing to take place and Mr Ashraf questioned whether this was a good use of officer time. The conditions for the Fit and Proper persons test were also not specified. A number of poor families could be made homeless as a result of the scheme through no fault of their own. In conclusion, Mr Ashraf stated that he believed the money identified for the scheme would be better spent on employing a Housing Enforcement Officer to specifically target rogue landlords.

Cabinet referred the petition to Councillor Harry Harpham, Cabinet Member for Homes and Neighbourhoods. He commented that the Council needed to be mindful of budgets whilst at the same time providing the best possible services. Residents and businesses within Page Hall were overwhelmingly in favour of the proposals. Some landlords did not support the scheme and where this was the case the Council had spoken extensively to them.

Councillor Harpham acknowledged that the scheme would not solve all the problems in the area and other services were working hard to try and address the problems. He would not support a scheme which would mean people being evicted onto the streets and people would be supported to find an alternative solution. The Council would ensure that discussions would be held with landlords and prospective tenants to explain their rights and how to act and behave appropriately. The scheme would not necessarily clear the litter on the streets but it would highlight to landlords that they had a wider responsibility to other people living in the area.

5.5   Public Question in respect of the Proposed Expansion of Acres Hill Primary School

Terry Navin referred to £485k which had been allocated for the expansion of Acres Hill Primary School. He commented that, if it was to be a temporary measure as had been stated, this seemed as disproportionate amount of money to spend. He therefore asked what the benefits were of expanding the school?

In response Councillor Jackie Drayton, Cabinet Member for Children, Young People and Families commented that the money spent on the expansion of the school would depend on the time period of the temporary measure. It would create additional school places in the area which were badly needed.

5.6   Public Question in respect of Proposals to Build a New School in the Tinsley Area

Sabi Akram referred to a recent public meeting held in the Tinsley area to discuss proposals for the building of a new school on part of Tinsley Park. She asked if, following this meeting, the Council still wished to proceed with the proposal and, if so, how could the Council go against its own policy in the Green and Open Spaces Strategy?

In response, Councillor Jackie Drayton reported that the Council was required to

enter into statutory consultation on the proposals. With the proposals for the new school the Council had been into the community to talk to parents, schools, governors and the local community before the statutory consultation had begun to assess whether to proceed. If the report on the agenda for this meeting was agreed the statutory consultation period would now commence and for new schools this would be 6 weeeks. The planning process also had a statutory consultation requirement.

During the pre-consultation period the local community had put forward alternative proposals and these were being examined by Council officers. However, it was important to note that there would not be a proposal to build on the playing field site if it was felt that there were more suitable alternatives available. A Project Group would be established comprising all interested parties and stakeholders.

Councillor Drayton commented that she was proud of Sheffield being the greenest City in the country and wanted to protect that. If part of Tinsley playing field was used for the new school she would look to see if that green space could be replaced elsewhere in the area. Further work would be done to assess the concerns raised in the next phase of consultation prior to a final decision being taken and Councillor Drayton was keen to work with the local community to find the most appropriate solution.

5.7   Public Question in respect of Proposals to Build a New School in the Tinsley Area

Muzajar Rahman referred to his attendance at the last meeting of Cabinet, held on 18 December 2013, to submit a petition opposing plans to build a new school on Tinsley playing field and commented that he had not yet received any feedback to that petition. Mr Rahman also asked why community cohesion had not been considered and why proper consultation had not taken place? He also asked when the request for funding to the Government had been submitted and why no consultation had taken place with the local community at that stage?

In response, Councillor Jackie Drayton commented that it had been a long held wish to build a new school in Tinsley but this had not been possible due to a lack of funding. When funding was made available by the Government for new schools the City Council applied for funding and it was believed that this had been granted. However, when the Government heard that it would be merging the infant and junior schools the granting of funding was withdrawn. Council officers continued to make representations to the Government and it was agreed that money would be made available for new places. This still meant a gap in funding which the Council had to find.

Councillor Drayton stated that she would provide a written response confirming the dates and times of the submission to Government. The 6 week consultation period would now commence and she would welcome people's help in getting access to the whole community.

5.8   Public Question in respect of Office Accomodation

Julie Gledhill asked if the Cabinet were aware that a Sheffield based property

consultancy had reported to Insider Media Limited that confidence was returning to Sheffield City Centre's office market with the amount of Grade A take-up in the last quarter of 2013 more than double the equivalent period in 2012?

Councillor Leigh Bramall and Councillor Julie Dore, Leader of the Council both commented that they were aware and it was extremely welcome and a positive sign for the City.

5.9   Public Question in respect of the Libraries Review

Dave Jefferies referred to the review of libraries which was currently being undertaken in the City. He commented that a consultation that could not result in changes to the original proposals had little value. He therefore asked when the library review consultation was first set up what possibilities of change to the proposals were envisaged?

Councillor Mazher Iqbal, Cabinet Member for Communities and Inclusion, responded that consultation had started in the summer of 2012 and a second round of consultation had commenced in September 2013. It was always envisaged that the consultation results would influence recommendations. All options would be considered. Robust evidence had been provided to support the proposals and the process had been open and transparent throughout.

5.10   Public Question in respect of the Libraries Review

Ruth Woodhouse referred to the meeting of Full Council, held on 8 January 2014, in which she believed she had not received a clear answer to her question on libraries, literacy and the effect the closures would have on children across the City. She therefore asked the following questions:-

- What does the Council have to say about the effect that closing more than half of our libraries will have on literacy levels and therefore educational results, individual job prospects and quality of life for thousands of children and young people across the City, now and into the future?

- Have you consulted and done your research on the role of libraries in promoting fluent reading and its benefits, and discussed this in full with the attention and gravity it deserves? If so, what were your conclusions and how is this course of action still being justified? And if you have not, when is this going to happen?

- Can Council thoughts and conclusions on this topic please be made public for concerned teachers, heads, families, librarians and indeed children who would be affected by the proposed disappearance of their local library?

In responding, Councillor Mazher Iqbal apologised if Ms. Woodhouse believed that he did not answer her question fully at the meeting of Full Council held on 8 January 2014. He informed her that the Council was facing huge cuts to its budget and as a result the library service couldn't continue as it was. Therefore, a root and branch review of the service was commissioned which had to bear in mind

the requirement for the Council to provide a comprehensive and efficient service.

Dialogue with key stakeholders took place in 2012 and the Council was taking on board the views of local people. A number of groups had requested that the Council extend the deadlines so that they could put together a business case and the Council was committed to fighting to keep as many libraries open as it could. Proposals would be discussed at Council meetings including Cabinet and a Scrutiny Committee.

Councillor Jackie Drayton added that she believed being literate and articulate was the key to attainment. A lot of work was being undertaken to assist volunteers to go into schools to assist children with their learning. She could see how passionate people were about libraries from the views of those who attended the Council meeting on 8 January 2014. She referred to the Government's policy of the Big Society and how local communities would be encouraged to run local services which was a clear ideological shift and would be seen in youth services and libraries amongst others.

5.11   Public Question in respect of the Libraries Review

William Hiorns asked a number of technical questions in relation to the review of libraries. In response, Councillor Mazher Iqbal stated that he would provide written responses to the questions. The Libraries Act defined what an efficient and comprehensive service should look like. A number of organisations had come forward with business plans which would be considered. Councillor Iqbal did not believe at the end of the process 14 libraries would be shut.

5.12   Public Questions in relation to the World Student Games and the Libraries Review

Peter Hartley submitted a number of questions in relation to the World Student Games and the Libraries Review. Councillor Julie Dore stated that written responses would be provided to Mr Hartley's questions.

5.13   Public Question in relation to the Drug and Alcohol Co-Ordination Team Commissioning and Procurement Plan

Ayesha Heaton referred to the third recommendation of the report on the Sheffield Drug and Alcohol Co-ordination Team Commissioning and Procurement Plan on the agenda for the meeting which was for Cabinet to approve the parties who will award the contract. She therefore asked how do Cabinet Members or Commissioners intend to secure clinical input into the decision making process for the award of the contract?

Councillor Mary Lea, Cabinet Member for Health, Care and Independent Living commented that the report referred to was a very complex report which outlined a number of interventions. Where the Council didn't have the expertise they would go out to find the experts and would seek advice from the Clinical Commissioning Group amongst others so clinical expertise would be sought.

5.14   Public Question in relation to Selective Licensing

Chris Bryan, owner of a property in the area designated for the Selective Licensing scheme, asked if any social housing providers were able to provide references for tenants that wanted to move to private housing? He also asked if the Council were planning any educational programmes in the area regarding litter?

Councillor Harry Harpham responded that he would need to clarify in terms of data protection whether social housing providers were able to provide references on tenants and would provide a written response to Mr Bryan. Educating people on litter did take place but the Council was always keen to learn best practice from other authorities.

5.15   Public Question in relation to Selective Licensing

Lisa Swift referred to the report on Selective Licensing and the Equalities Impact Assessment (EIA). She commented that it stated that the impact on race of the proposals was high but offered no further explanation. She also believed that the scheme would impact on the Roma community but they were not referred to. She stated that the scheme would increase homelessness and the report did provide information on resources to deal with that problem. Finally, she referred to the statement in the report that it would reduce the number of children under 14 and asked what the impact of this would be for the proposed new school in Fir Vale?

In response, Councillor Harry Harpham commented that the EIA did not reference the Roma community as the scheme was targeted at landlords and he hoped it would prove effective in landlords providing decent, safe, effective housing. The scheme was the result of a response to a request for the Council to do something about the problems in Page Hall. The scheme would not solve all the problems but would help to improve the situation in the area.

Councillor Jackie Drayton added that there would still be enough children in the area to need a new school.

5.16   Public Question in relation to Shale Oil

Nigel Slack asked the following questions in relation to Shale Oil:-

- Given the Government's renewed push for shale oil exploitation in the UK and the increased level of 'bribes' they are now offering, does the Council know which companies, if any, have been granted licenses to explore for Shale oil deposits beneath Sheffield?

- Has the Council received any representation from or had any meetings with, formal or otherwise, any exploration companies?

- Will the Council confirm the commitment, reported on BBC Look North at the beginning of the week, to prevent Fracking within the Sheffield City boundaries?

- What can the Council then do to prevent the fracking operations in neighbouring Councils, which appear less opposed to the process, from either exploiting reserves beneath Sheffield or impacting on our environment?

In response, Councillor Jack Scott, Cabinet Member for Environment, Recycling and Streetscene reported that he did not believe any companies had been seeking funding from the Government for any work in Sheffield and he had not had any meetings with exploration companies or planning officers on the issue. He would ensure that he would respond on anything which impacted on Sheffield.

In addition, Councillor Scott commented that he believed the Government should remember that climate change was the biggest threat to society and that gas was a dirty fossil fuel which created carbon dioxide and other options needed to be explored. The only positive from the proposals was the desire to move away from the use of coal but he did not have any confidence in the Government's proposals. He would ensure that the Council would not act recklessly and endanger people's lives.

5.17   Public Question in relation to the disclosure of decisions

Nigel Slack referred to a recent decision by the Leader in respect of an amendment to the Streets Ahead contract and asked if the Cabinet Member for Environment, Recycling and Streetscene could provide any additional information as to the nature of the decision which, if it had been available wouldn't have required a public question at this meeting. He asked if future decisions could be fully disclosed in the interests of openness and transparency?

In response, Councillor Jack Scott commented that he did not have anything to add to what had already been said on the amendment to the Streets Ahead contract. The administration had a commitment to full disclosure of decisions unless there were legal reasons which were checked with Legal Services and the Chair of the relevant Scrutiny Committee.

Councillor Julie Dore added that where information may not able to be released this may be down to legal reasons and the Council had to weigh up the cost to the public of not disclosing the information against commercial confidentiality. The Council had been subject to 29 judicial reviews in the last 2 years mostly based on process. Every single one concluded that the Council had disclosed as much as possible and consulted properly so Sheffield had a good reputation in this respect.

5.18   Public Question in respect of Housing

Martin Brighton asked a number of questions in respect of housing. In response, Councillor Harry Harpham stated that a written response would be provided to the questions.

6.   ITEMS CALLED-IN FOR SCRUTINY

6.1   There were no items called-in for Scrutiny.

7.   **RETIREMENT OF STAFF**

The Chief Executive submitted a report on Council staff retirements.

RESOLVED: That this Cabinet :-

(a) places on record its appreciation of the valuable services rendered to the City Council by the following staff in the Portfolios below:-

Name	Post	Years' Service
Children, Young People and Families		
Christine Appleby	Support Worker	31
Susan Brammall	Support Worker	28
Jane Clarke	Support Worker	30
Susan Clarke	Support Worker	33
Pauline Evans	Support Worker	24
Lynda Hanson	Support Worker	33
Julie Hawksworth	Support Worker	26
Denise Hutchinson	Support Worker	30
Janet Jackson	Support Worker	27
Jean Johnson	Support Worker	22
Kathleen Keir	Support Worker	28
Brenda Naylor	Support Worker	24
Janet Rigden	Support Worker	30
Gloria Rose	Support Worker	27
Ronnie Withers	Support Worker	26
Ann Woodhead	Support Worker	23
Pauline Wright	Support Worker	27

(b) extends to them its best wishes for the future and a long and happy retirement; and

(c) directs that an appropriate extract of this resolution under the Common Seal of the Council be forwarded to them.

8.   **STUDENT ACCOMMODATION STRATEGY**

8.1   The Executive Director, Place submitted a report in relation to the Student Accommodation Strategy. The new 5 year Student Accommodation Strategy set out the City Council's expectations for new and existing student accommodation provision in the City.

8.2   **RESOLVED:** That Cabinet:-

(a)   endorses the Student Accommodation Strategy 2014-19 as a statement of the Council's expectations for new and existing student accommodation provision in the City;

(b)   approves the accompanying 2014-19 Student Accommodation Strategy Action Plan; and

(c)   notes that the Cabinet Member for Homes and Neighbourhoods will agree the further development of the action plan following annual reviews, in accordance with the functions reserved to him in the Leader's Scheme of Delegation.

8.3   **Reasons for Decision**

8.3.1   To enable the Council to set out a clear vision and delivery plan for student housing and related services which will help the Council to achieve its ambitions to be a Great Place to Live and for Sheffield to be a Competitive City.

8.3.2   The new Student Accommodation Strategy will provide a statement of recommendations to help our partners, potential funders and residents understand our ambitions for new and existing student provision in the City. Having this information available will help them to consider and develop their own opportunities to deliver this shared vision.

8.4   **Alternatives Considered and Rejected**

8.4.1   Although local authorities do not have a statutory duty to produce a Student Accommodation Strategy, previous government guidance has urged local authorities to take a more strategic approach to housing as part of their place shaping role.

8.4.2   Without a current Student Accommodation Strategy, there will be no clear vision for Sheffield's student accommodation and services that can be shared with partners, residents, developers and funding bodies.

8.4.3   Any benefit gained from not allocating resources to develop a strategy and monitor its action plan would be outweighed by the costs incurred through not developing a

joined up strategic approach to housing policy and investment decisions. Progress updates of the strategy's action plan will also help to ensure that our priorities will be regularly monitored and that new opportunities to progress our ambitions are considered.

9.   SCHOOL PLACES IN SHEFFIELD: REPORT BACK FROM CONSULTATION

9.1   The Executive Director, Children, Young People and Families submitted a report providing an update following consultation on providing additional school places in 6 areas of the City. It sought permission to take the next steps in bringing forward proposals to increase places where necessary.

9.2   **RESOLVED:** That Cabinet:-

(a)   approves the publication of statutory notices with regard to the proposed increases in places at Acres Hill (temporary), Greystones Primary, Hallam Primary and Wybourn Primary Schools for September 2015. Cabinet will receive a further paper reporting on representations received and seeking a final decision in March 2014;

(b)   approves the publication of statutory notices on the proposals to bring together Tinsley Nursery Infant and Tinsley Junior Schools on the Tinsley Recreation Ground site to create a through school, through an increase to the age range of Tinsley Junior School and the closure of Tinsley Nursery Infant School. Cabinet will receive a further paper reporting on representations received and seeking a final decision in March/April 2014; and

(c)   defers a final decision on additional places in the Firth Park area until a further review in Autumn 2014.

9.3   **Reasons for Decision**

9.3.1   Providing sufficient primary school places is a statutory duty of the Council. This will mean that Sheffield children reaching primary school age in 2014 and beyond will continue to have a school place in the area of the City in which they live.

9.4   **Alternatives Considered and Rejected**

9.4.1   The consultation process allowed for alternative proposals to come forward. These were described in section 5 of the report under the consultation responses for each area.

10.   DESIGNATING AN AREA OF PAGE HALL FOR A SELECTIVE LICENSING SCHEME

10.1   The Executive Director, Communities submitted a report describing the impact that more responsibly managed private rented housing could make to the quality

of life of both established and newer residents in Page Hall. The report proposed that a Selective Licensing scheme be introduced in the area to help achieve this.

10.2   **RESOLVED:** That Cabinet:-

(a)   approves the designation of the area referred to in the report and defined on the map, set out in Appendix A of the report, as being subject to selective licensing, to come into force on 22 April 2014 and, unless revoked beforehand, to remain in force for a period of five years from that date.

(b)   approves the Selective Licensing scheme detailed in the report, including the Scheme Licensing Fees set out in Appendix E of the report and the Scheme Standards set out in Appendix D; and

(c)   delegates authority to the Director of Commissioning to amend the Scheme Licensing Fees and the Scheme standards as necessary for the successful administration of the scheme.

10.3   **Reasons for Decision**

10.3.1   There is a high demand for private rented accommodation in Page Hall from new arrivals. This has led to some landlords letting their properties irresponsibly – e.g. not carrying out adequate tenancy management to support new arrivals to use local facilities appropriately and understand local cultural norms. We believe that better tenancy management support would help to tackle the related issues of anti-social behaviour and low housing demand, and, most importantly, improve the lives of local residents.

10.3.2   Council officers in many departments are experiencing referrals to streets and properties where there are large numbers of residents congregating, properties that have large numbers of people living in them, unsanitary conditions, property disrepair or lack of general maintenance, fly tipping and general household rubbish piled in yards.

10.3.3   The condition of properties and the local street scene is making the area less desirable. House prices are falling despite high demand for rental properties from the new arrivals, and most of the new homes in the area are now privately rented. We believe that this imbalance in tenure, irresponsible letting practices and a lack of integration from new arrivals is making the area a worse place to live. The proposed area for selective licensing is therefore an area of low housing demand.

10.3.4   We recognise that some private landlords operating in the area are professional and responsible. They co-operate and respond to the advice of housing and environmental officers. However, there also a number of landlords that are reluctant to accept full landlord responsibilities and continue to refuse to meet their obligations to tenants and the local community.

10.3.5   The documents and evidence provided as part of the recent consultation made

the case for a Selective Licensing Scheme for a specific area in Page Hall. We believe that this case still holds.

10.3.6   However, during the consultation we learned a lot about the local area and we listened carefully to the views of landlords and residents. We have therefore amended our proposal to focus on a smaller geographic area where challenges are most pronounced – with the rest of the proposed area being covered by the voluntary scheme that was the preferred choice of local landlords.

10.3.7   The additional enforcement activity – made possible by the Council's successful Government funding bid, will provide overall support and boost to the programme by ensuring that housing disrepair and tenancy mismanagement is dealt with strictly and quickly.

10.4   **Alternatives Considered and Rejected**

10.4.1   Stay as we are.

10.4.2   We could continue with the current regulatory approach and address a limited number of service requests on that basis. The approach would have some impact, but not in a forceful and targeted way.

10.4.3   Over the last decade there has been significant investment in the area, which has included Housing Market Renewal funding. However, despite this, the area has failed to see any improvements in the housing market in terms of demand and house prices. The Migration Impact Funding did have limited positive effect, although this was not provided for long enough to establish sustainable changes.

10.4.5   Our current reactive approach cannot focus enough on developing effective partnerships with other services, the voluntary sector and landlords. The investment in 'on the ground' support as a result of the scheme will help us take a more proactive approach.

10.4.6   **Introduce Selective Licensing within the whole of the designated area of Page Hall where consultation took place**

There is the option and general support from the community to introduce Selective Licensing across the whole area. This would result in around 900 private rented properties being required to licence.

10.4.7   But it was also clear throughout the consultation that landlords and residents felt that the majority of the problems occurred in the roads in the grid to the left hand side of Page Hall Road. This is backed up by the higher level of interventions from Private Housing Standards than anywhere else in the consultation area.

10.4.7   Demand for properties and house prices are also slightly in the area outside the proposed Scheme area. It is anticipated that the proposed Voluntary Registration Scheme for this area will see further improvements. It will be reviewed and may be considered for Selective Licensing at some point in the

future. The housing market will also be monitored to establish if prices are falling compared with other areas in the City.

11.   THE PAGE HALL VOLUNTARY REGISTRATION SCHEME

11.1   The Executive Director, Communities submitted a report proposing to introduce a Voluntary Registration Scheme in a defined geographical area of Page Hall to the north of the City. The scheme would run alongside a Selective Licensing scheme in another part of Page Hall that was the subject of an additional report to Cabinet.

11.2   **RESOLVED:** That

         (a)   the Voluntary Registration Scheme detailed in the report be approved;

         (b)   the fee structure set out in paragraph 6.8 of the report and the scheme standards set out in Appendix D of the report be approved; and

         (c)   delegated authority be given to the Director of Commissioning to amend the scheme standards and fee structure as appropriate.

11.3   **Reasons for Decision**

11.3.1   There is a high demand for private rented accommodation in Page Hall from new arrivals. This has led to some landlords letting their properties irresponsibly – e.g. not carrying out adequate tenancy management to support new arrivals to use local facilities appropriately and understand local cultural norms. We believe that better tenancy management support would help to tackle the related issues of anti-social behaviour and market weakness, and, most importantly, improve the lives of local residents.

11.3.2   Council officers in many departments are experiencing referrals to streets and properties where there are large numbers of residents congregating, properties that have large numbers of people living in them and associated noise nuisance, unsanitary conditions, property disrepair or lack of general maintenance, fly tipping and general household rubbish piled in yards.

11.3.3   The condition of properties and the local street scene is making the area less desirable. House prices are falling despite high demand for rental properties and most of the homes in the area are now privately rented. We believe that this imbalance in tenure, coupled with irresponsible letting practices, is making the area a worse place to live.

11.3.4   We met some private landlords operating in the area that were experienced, professional and responsible. They co-operate and respond to the advice of housing and environmental officers, but again, there were some that were reluctant to accept full landlord responsibilities and continue to refuse to meet their obligations to tenants and the local community.

11.3.5   During the consultation we learned a lot about the local area and we listened carefully to the views of landlords and residents. It became clear there was a smaller defined area that had the most concentrated problems, but some streets in the surrounding area also had issues – although less serious and not so highly concentrated. At Appendix E of the report, the map of interventions by the Private Housing Standards team shows the levels of activity in the Selective Licensing area, and the voluntary scheme area. For this reason our response is a twin track approach that proposes, alongside the legally enforceable Selective Licensing scheme proposed in another report on the agenda for this meeting, a Voluntary Registration Scheme in the remainder of the defined area.

11.3.6   The Voluntary Scheme was suggested by a number of landlords who were open to receiving education and advice about landlord responsibilities. This is an opportunity to deliver widespread training and advice programmes so that landlords build up a more open dialogue with the Council's housing inspection officers to improve their asset and their management abilities. It is anticipated that this will also help to drive up standards and improve the housing market in the whole of the area.

11.4   **Alternatives Considered and Rejected**

11.4.1   Stay as we are.

11.4.2   We could continue with the current regulatory approach and address a limited number of service requests on that basis. The approach would have some impact, but not in a forceful and targeted way.

11.4.3   Over the last decade there has been significant investment in the area, which has included Housing Market Renewal funding. However, despite this, the area has failed to see any improvements in the housing market in terms of demand and house prices. The Migration Impact Funding did have limited positive effect, although this was not provided for long enough to establish sustainable changes.

11.4.4   Our current reactive approach cannot focus enough on developing effective partnerships with other services, the voluntary sector and landlords. The investment in 'on the ground' support as a result of the scheme will help us take a more proactive approach.

11.4.5   **Introduce Selective Licensing within the whole of the designated area of Page Hall where consultation took place**

There is the option and general support from the community to introduce Selective Licensing across the whole area. This would result in around 900 private rented properties being required to licence.

11.4.6   But it was also clear throughout the consultation that landlords and residents felt that the majority of the problems occurred in the roads in the grid to the left hand side of Page Hall Road. This is backed up by the higher level of interventions from Private Housing Standards than anywhere else in the consultation area.

11.4.7 Demand for properties and house prices are also slightly better in the area outside the proposed Scheme area. It is anticipated that the proposed Voluntary Registration Scheme for this area will see further improvements. It will be reviewed and may be considered for Selective Licensing at some point in the future. The housing market will also be monitored to establish if prices are falling compared with other areas in the City.

12.   PROVISIONAL LOCAL GOVERNMENT FINANCIAL SETTLEMENT 2014/15

12.1   The Executive Director, Resources submitted a report providing Members with details of the Provisional Local Government Finance Settlement for 2014/15 and 2015/16.

12.2   **RESOLVED:** That the financial impacts set out in the report as a result of the Provisional Local Government Finance Settlement announced on 18th December 2013 be noted.

12.3   **Reasons for Decision**

12.3.1   To formally record the financial impact of the Provisional Local Government Finance Settlement for 2014/15 and 2015/16.

12.4   **Alternatives Considered and Rejected**

12.4.1   There were no alternative options proposed.

13.   REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2013/14 (MONTH 7) AS AT 31/10/13

13.1   The Executive Director, Resources submitted a report providing the month 7 monitoring statement on the City Council's Revenue and Capital Budget for 2013/14.

13.2   **RESOLVED:** That Cabinet:-

(a)   notes the updated information and management actions provided by the report on the 2013/14 management position;

(b)   will give consideration to the use of the Public Health underspend, highlighted in paragraph 7 of the report, to either support the current budget pressures or be carried forward to support the 2014/15 budget;

(c)   in relation to the Capital Programme, approves:-

(a)   the proposed additions to the Capital Programme, listed in Appendix 1 of the report, including the procurement strategies and delegations of authority to the Director of Commercial Services, or his nominated

officer, as appropriate, to award the necessary contracts following stage approval by Capital Programme Group;

(b)   the proposed variations and slippage in Appendix 1 of the report;

(c)   the acceptance of the grants in Appendix 2 of the report and notes the conditions and obligations attached to them and notes;

(d)   the latest position on the Capital Programme and the additions and variations approved under delegated authorities.

13.3   **Reasons for Decision**

13.3.1   To formally record changes to the Revenue Budget and the Capital Programme and gain Member approval for changes in line with Financial Regulations and to reset the Capital Programme in line with latest information.

13.4   **Alternatives Considered and Rejected**

13.4.1   A number of alternative courses of action are considered as part of the process undertaken by Officers before decisions are recommended to Members. The recommendations made to Members represent what Officers believe to be the best options available to the Council, in line with Council priorities, given the constraints on funding and the use to which funding is put within the Revenue Budget and the Capital Programme.

14.   **SHEFFIELD COMMUNITY COVENANT ANNUAL REPORT 2013**

14.1   The Executive Director, Resources submitted a report updating Cabinet on the key achievements on the Community Covenant during 2013.

14.2   **RESOLVED:** That the progress made on the Community Covenant in Sheffield in the last year be noted.

14.3   **Reasons for Decision**

14.3.1   The Community Covenant ensures that services:-

- encourage local communities to support the Service community in their area;
- nurture understanding and awareness amongst the public of issues affecting the Armed Forces community;
- recognise the contribution made by the Armed Forces Community;
- remember the sacrifices made by the Armed Forces community;
- encourage activities which help to integrate the Armed Forces Community into local life;
- encourage the Armed Forces community to help and support the wider community

The annual report provides information on the progress of these aims.

14.4   **Alternatives Considered and Rejected**

14.4.1   There were no alternative options presented for consideration.

15.   HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN UPDATE, HRA BUDGET AND RENT INCREASE 2014/15

15.1   The Executive Directors, Communities, Place and Resources submitted a joint report providing the 2014/15 update to the Housing Revenue Account (HRA) Business Plan. The report also presented a 2014/15 revenue budget for the HRA.

15.2   **RESOLVED:** That this Cabinet recommends to the meeting of the City Council on 5th February, 2014 that :-

(a)   the HRA Business Plan update report for 2014/15 be approved;

(b)   the HRA Revenue Budget for 2014/15 as set out in Appendix B to the report be approved;

(c)   the rent increase for Council dwellings by an average of 6.2% from April 2014 be approved;

(d)   the rents for Council dwellings being set at target rent, when re-let following vacancy, from April 2014 be approved;

(e)   the increase of annual rents for garages and garage sites by an average of 6.2% from April 2014 be approved;

(f)   the increase of community heating charges by 3% in 2014/15 be approved;

(g)   it notes that it may be necessary to amend the sheltered housing service charge, in the event of a review of the service, if the Supported Housing Subsidy changes as part of the Council's wider budget setting process;

(h)   it resolves that charges for furnished accommodation and temporary accommodation are not increased;

(i)   it delegates authority to the Director of Commissioning, Communities to amend the burglar alarm charge in 2014/15 in line with the costs incurred under the new contract. Until the contract is in place and the charges are known the burglar alarm charge will remain unchanged; and

(j)   it delegates authority to the Director of Commissioning, Communities and the Director of Finance, in consultation with the Cabinet Member for Homes and Neighbourhoods to authorise prudential borrowing as allowed under current Government guidelines.

15.3   **Reasons for Decision**

15.3.1   To maximise the financial resources to deliver key outcomes on key services in the context of a self-financing funding regime.

15.3.2   To contribute to making neighbourhoods a great place to live by ensuring continued investment into Sheffield's Council housing.

15.3.3   To continue to plan for the long term sustainability of services whilst taking every opportunity to introduce service improvements.

15.4   **Alternatives Considered and Rejected**

15.4.1   To increase rents for Council dwellings by less than the Government formula – The Government's self-financing debt settlement of 2012 assumed an amount of rental income over 30 years which was in line with the National Social Rent policy and was deemed sufficient to support the debt allocated to Council housing in Sheffield and the delivery of Council housing in the long term. Although the social rent policy is changing, the level of debt to be supported has not and so a reduction in income has a direct impact on the capacity of the plan.

15.4.2   Not to prioritise a Council housing stock increase programme – the reinvigoration of the Government's Right to Buy policy means that if the Council is to retain any 'additional' receipts generated by the increased sales discounts now available to tenants, the receipt must be used as a contribution (30% maximum) to new affordable housing. Forecasts in 2013 suggest the level of such receipts will be significant in the coming years. The alternative to retaining these receipts would be to pass the receipts to a registered provider such as a housing association. Retaining the receipt in the HRA allows the Council to invest in new Council housing units to offset Right to Buy losses in a way which is beneficial to the plan, tenants and potential Council tenants over the long term.

(NOTE:1.This item is referred for approval by the City Council and cannot, therefore, be called in for scrutiny; and
2. The report on the Housing Revenue Account will be circulated to all Council Members).

16.   SPITAL HILL SHOP FRONTAGE IMPROVEMENT SCHEME

16.1   The Executive Director, Place submitted a report seeking approval for a proposed Spital Hill Shop Front Improvement Scheme (The Scheme) to be delivered under the Successful Centres Programme.

16.2   It was reported that there were errors in the appendix. Paragraph 3.2 should read a maximum of £4,500 per shop and not £5,000 and the last sentence of paragraph 2.7 should refer to a take up of at least 90% not 80%.

16.3   **RESOLVED:** That Cabinet:-

(a) approves the proposed Shop Front Improvement Scheme detailed in the report and set out in the appendix (subject to the maximum amount of assistance that can be paid to each shop being £4500 as in the report) to the report be approved;

(b) delegates authority to the Head of Commercial Services to finalise the procurement process, evaluate tenders and select the contractor to deliver the works under the above scheme, in accordance with Council procedures; and

(c) delegates authority to the Director of Commercial Services, in consultation with the Director of Legal and Governance and the Director of Finance to negotiate and agree the terms of appointment with the Contractor selected to deliver the works for the above scheme.

16.4 **Reasons for Decision**

16.4.1 The Successful Centres Strategy approved by the North East Community Assembly in 2012 identified the importance of improving the appearance of the streetscape and public realm within the Spital Hill District Centre as well as improving Ellesmere Green as two of the top priorities for the community.

16.4.2 The proposed scheme will support independent traders and help to boost the confidence and image of the centre, increase the footfall to improve the local economy.

16.5 **Alternatives Considered and Rejected**

16.5.1 Do nothing – This would mean leaving any improvement to the market. However, the current economic climate is not conducive to this, as there is already widespread market failure and there is a strong risk of Spital Hill District Centre falling into further decline.

16.5.2 As proposed – the Scheme aims to deliver a project that will deliver the agreed objectives for Spital Hill District Centre outlined in the Successful Centres Strategy to improve the viability, use and appearance of the centre.

16.5.3 Another option is a scheme providing loans to owners to carry out the shop front improvements – in order for the scheme to be successful, the majority of independent traders need to participate so that a sufficient impact can be made on the street scene. In the current economic climate, owners will find it difficult to make substantial payments to fund the whole costs of shop front improvements.

17. **SHEFFIELD DRUG AND ALCOHOL CO-ORDINATION TEAM COMMISSIONING AND PROCUREMENT PLAN**

17.1 The Executive Director, Communities submitted a report setting out the work undertaken by the Sheffield Drug and Alcohol Co-ordination Team to develop a commissioning and procurement plan for publicly funded community drug and alcohol treatment in Sheffield.

17.2   **RESOLVED:** That Cabinet:-

(a)   notes and approves the Sheffield Drug and Alcohol Community Treatment Commissioning and Procurement Plan, including the model of 'end to end' services and the associated cost savings as outlined in the report;

(b)   delegates authority to the Director of Commissioning, in consultation with the Cabinet Members for Health, Care and Independent Living and Homes and Neighbourhoods and Director of Commercial Services to approve the Procurement Strategy for the tenders for each service;

(c)   delegates authority to the Director of Commissioning and Director of Commercial Services in consultation with the Director of Legal and Governance to agree contract terms and approve a contract award following the tender process; and

(d)   delegates authority to the Director of Commissioning in consultation with the Cabinet Members for Health, Care and Independent Living and Homes and Neighbourhoods and the ability to take such steps as he thinks appropriate to achieve the outcomes outlined in the report.

17.3   **Reasons for Decision**

17.3.1   The proposals in the report are based on a robust commissioning process. There is an annual process of detailed analysis of local need and trends carried out to inform local commissioning. There is proactive quarterly performance monitoring on currently commissioned services which have been used to identify good practice and shortcomings within the current model and provision. There is reference to national strategy, performance indicators, funding models and national clinical and good practice guidelines moderated against local need and demand. These processes have informed the development of the commissioning and procurement plan and the associated service specifications.

17.3.2   There has been further reference to the investment that successful drug treatment completions bring to the City in the form of the Public Health Grant and the expected Health Premium. There is a need to commission effectively and resource sufficiently in order to secure the outcomes required to maximise the investment and potential gains through the Health Premium. This is balanced against the financial pressures experienced by Sheffield City Council and the need to spread any investment across a range of public health outcomes. The commissioning and procurement plan recommends cost savings of £1.2m across 3 years as achievable without negative impact on service users, communities and performance.

17.3.3   The report follows 6 month internal consultation within Sheffield City Council on the outline commissioning and procurement plan which set out the proposed type and volume of treatment to be commissioned and the associated costs and savings from the commissioning model. A further 8 week Public and Stakeholder consultation was launched on 4th November 2013 and the outcomes of this were

included as an appendix to the main report.

17.3.4   Commissioning and Finance within the Communities Portfolio, Commercial Services and the Director of Public Health have been key stakeholders in the development of this plan.

17.4   **Alternatives Considered and Rejected**

17.4.1   The "Do Nothing" option of re-tendering all current services using the same model and specifications was considered as part of this process. This option was rejected because the current system was only ever an interim position in the total reconfiguration of the treatment system which commenced in 2009. Option 1 does not address the current problems in the system of non-value adding steps, hand offs and unnecessary transfers for clients to receive support. It does not address current performance issues of a plateau in treatment exits. It does not rebalance the treatment system towards non opiates. It does not achieve the required cost savings.

17.4.2   Combine drug and alcohol services into single services. This option was rejected because it does not meet the current expressed preferences of alcohol service users to be treated separate from drug users. It does not ensure a differentiated offer or distinct culture of service for non-opiate users as a minority group within drug and alcohol treatment services. This will be retained as an option in future procurements as the treatment population changes and is less dominated by opiate use (assuming the current trend continues and 10% of the opiate using population leave treatment successfully and do not return).

SHEFFIELD CITY COUNCIL
Cabinet Report

Report of:	Chief Executive
Date:	19th February 2014
Subject:	Staff Retirements
Author of Report:	Simon Hughes, Democratic Services
Summary:	To report the retirement of staff across the Council's various Portfolios

Recommendations:

Cabinet is recommended to:-

(a)   place on record its appreciation of the valuable services rendered to the City Council by members of staff in the various Council Portfolios and referred to in the attached list;

(b)   extend to them its best wishes for the future and a long and happy retirement; and

(c)   direct that an appropriate extract of the resolution now made under the Common Seal of the Council be forwarded to those staff above with over twenty years service.

Background Papers:	None
Category of Report:	OPEN

RETIREMENT OF STAFF

1.   To report the retirement of the following staff from the Council's Service and to convey the Council's thanks for their work:-

Name	Post	Years' Service
Children, Young People and Families		
Jacqueline Barker	Business Support Officer	23
Anne Chipchase	Headteacher, Beighton Nursery Infant School	37
Ann Fox	Senior Teaching Assistant, Hinde House School	27
Jill Russell	PE Teacher, Hinde House School	37
Place		
John Sorby	Maintenance Fitter	26
Resources		
Jane Edwards	Communications Manager	33
Josephine Paszek	Category Support Officer	24

2.   To recommend that Cabinet:-

(a)   place on record its appreciation of the valuable services rendered to the City Council by the above – mentioned members of staff in the Portfolios stated :-

(b)   extend to them its best wishes for the future and a long and happy retirement; and

(c)   direct that an appropriate extract of the resolution now made under the Common Seal of the Council be forwarded to those staff above with over twenty years service.

SHEFFIELD CITY COUNCIL

Cabinet

Report of:	The Executive Director for Communities
Report to:	Cabinet
Date:	19th February 2014
Subject:	The future of Sheffield's library services
Author of Report:	Dawn Shaw/Lynne Richardson

Summary:

- This report seeks approval on the proposal for the future of Sheffield's libraries, archives and information services.
- The Council wishes to keep open as many libraries as possible. The proposal describes the creation of 11 hub libraries and up to 5 community co-delivered libraries. Tinsley library will remain open as a Council run facility until the rental agreement expires in 2016. Up to 10 libraries may become independent with support from the Council for up to 3 years. A change is proposed for the opening hours of Central Library which will retain its 6 day opening. It is proposed that the Mobile service be closed due to a decline in usage, and the Home Library service will be developed to support people who find it difficult to access their local library due to age, disability or significant health issues.

Reasons for Recommendations:

Following extensive public consultation, to implement the review of the Libraries, Archives and Information Service, establishing a new service which will meet the City's aspirations for the future, will be comprehensive and efficient and will develop new partnerships with community organisations and people who use library services.

This new service will take account of the issues raised in the public consultation, the needs assessment and Equality Impact Assessment and will be affordable.

1

RECOMMENDATIONS

1. To agree a new operating model for community libraries. Taking account of the Council's obligation to deliver a comprehensive and efficient library service as informed by the needs assessment, consultations undertaken and Equality Impact Assessment. The new operating model will consist of:

    o   11 SCC run hub libraries
    o   Up to 5 co-delivered community libraries
    o   Retain Tinsley Library as a Council run facility until its rental agreement expires in 2016.
    o   Up to 10 independent libraries, with support for up to 3 years
    o   New opening times for Central Library
    o   Closure of the mobile library service
    o   Development of the Home Library Service through a volunteer programme
    o   All other existing library, information and archives services will be retained including the Schools Library Service
    o   A volunteer programme

2. To agree £262,000 of funding from the Public Health Grant for 2013, carried forward to 2014/15, to support the sustainability and viability of independent libraries and volunteering, in response to issues raised during the consultation around the needs of older and disabled people and the role which libraries play in promoting health and well-being and in accordance with the Public Health Outcomes framework.

3. To agree funding of £262,000 from the Public Health Grant to support independent libraries and volunteering for the period 2015/16 and 2016/17, in response to issues raised during the consultation around the needs of older and disabled people and the role which libraries play in promoting health and well-being and in accordance with the Public Health Outcomes framework.

4. Subject to consultation with the relevant Cabinet Members to ask the Executive Directors for Resources and Communities to explore the potential for a further capital allocation for any major repairs to independent libraries.

Background Papers: Needs Assessment Sept 2013, Equality Impact Assessment Feb 2014, Evaluation of responses to the Library Service Review Phase 2 Consultation, January 2014.

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES   Cleared by: Eugene Walker
Legal Implications
YES   Cleared by: Steve Eccleston
Equality of Opportunity Implications
YES   Cleared by: Michael Bowles
Tackling Health Inequalities Implications
NO
Human rights Implications
NO:
Environmental and Sustainability implications
NO
Economic impact
NO
Community safety implications
NO
Human resources implications
YES Cleared by: Julie Toner
Property implications
YES/NO
Area(s) affected
Sheffield Area
Relevant Cabinet Portfolio Leader
Mazher Iqbal, Cabinet Member for Communities
Relevant Scrutiny Committee if decision called in
Economic and Environmental Wellbeing
Is the item a matter which is reserved for approval by the City Council?
NO
Press release
YES

Report to the Cabinet

REPORT TITLE: The future of Sheffield's library services

1.0   SUMMARY

This report seeks approval on the proposal for the future of Sheffield's libraries, archives and information services.

The Council wishes to keep open as many libraries as possible. The proposal describes the creation of 11 hub libraries and up to 5 community co-delivered libraries. Tinsley library will remain open as a Council run facility until the rental agreement expires in 2016. Up to 10 libraries may become independent with support from the Council for up to 3 years. A change is proposed for the opening hours of Central Library which will retain its 6 day opening. It is proposed that the Mobile service be closed due to a decline in usage, and the Home Library service will be developed reflecting the needs of an ageing population.

2.0   BACKGROUND

The Libraries Archives and Information Service (LAI(s)) Review began with the establishment of an Elected Members Task and Finish Group in July 2011 and concludes in February 2014 with this report to Cabinet.   Included in this report is a history of the service review, what has been learned from consultation in different forms and how the Council will respond.

The Review was to ensure the Council has a comprehensive, efficient, modern, and sustainable service:

- A comprehensive service: because the Council needs to provide a range of library services, materials and information for residents of Sheffield, visitors, businesses and community organisations. These services need to be accessed across the city and increasingly on line.

- An efficient service: because the Council know the number of people using the library service has been declining overall, with a 23% reduction in book issues between 2011/12 to 2012/13.

- A modern service: because the Council know that people want to access library services in new ways, such as reserving more books online, more community activity and use of technology such as e-books and Wi-Fi amongst younger age groups.

- A sustainable service: because services need to be fit for purpose when there are fewer resources. Since the period of national austerity began there have been a number of cuts to the LAI(s) budget. It is no longer possible to make further budget savings without re-organising and re-designing the service.

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The proposal for the future of Sheffield's library service has been made in compliance with the statutory duty under the Public Libraries and Museums Act 1964 to provide a 'comprehensive and efficient' library service.

Sheffield's Libraries Archives and Information service currently has 27 community based libraries plus Central library. This service is supplemented by Mobile and Home Library Services.   As well as public libraries, there are a range of other front line services such as Archives and Local Studies, Help Yourself Directory, Schools Library Service, and services to business including patent advice and the World Metal Index.

In 2012/13 the service had 133,337 registered adult users, this included 39,912 people over 65 years of age, and 2491 people who declared (voluntarily) a disability. In addition there were over 60,000 registered children and young people under the age of 18. There were 27,786 people who were registered (voluntarily) as having a minority ethnic background.

3.0   WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

The Sheffield City Council Corporate Plan 2011-2014 states that as an organisation the Council will focus on four priorities:

1. Standing up for Sheffield
2. Supporting and protecting communities
3. Focusing on jobs
4. Business friendly

Libraries are and can continue to be, key community anchors, connecting the City Centre with local communities. Critical to this role is the importance of a sustainable, flexible library provision which is outward facing, welcoming and inclusive of all. To meet our duty to provide a comprehensive and efficient service, care has been taken to address the needs of Sheffield people including a fair geographical spread of hub libraries across the City (including Central lending & children's library, Archives & Local Studies) as well as ensuring a range of services which meet the varying demographic needs of all of Sheffield's residents. School children will still be able to access the school's library service which is commissioned by individual schools.

Alternatively library users may wish to access a co-delivered or independent library, access the e-book service when this is established, or, if eligible, may join the Home Library Service.

Around 70 per cent of registered library users are registered with a community library. Should the proposals be adopted by the City Council, is it estimated that approximately 63 per cent of library users registered with a community library will have a Council run resource for at least 31 hours per week with an improved service offer. The introduction of Wi-Fi and e-books will enable people to access and use the library in new ways. Consultation and analysis indicate that this is becoming an increasingly important need in the city.

Around 12 per cent of library users registered with a community library will experience a new way of receiving the service through co-delivered libraries, which will still provide, as a minimum, the basic offer of providing free book loan, free internet access and a welcoming space for all people. Up to 25 per cent of users registered with a community library will have their community library run as an independent library that will develop to reflect local needs.

4.0   DRIVERS FOR CHANGE

There are compelling developments forcing and influencing change in the delivery of library services. The review has sought to understand these change drivers and how the service can adapt.

4.1   Customer driven change

Increasingly 'book issue' is not a good indicator of the value or effectiveness of the service. There is an increasing use of libraries by non-members primarily to access the People's Network (free internet access). The way people choose to access information is changing as technology is developing. Access to information and services 24/7 is an increasing expectation. Finding information almost instantly via the internet is increasingly preferred to drawing information from reference books and materials. Having physical access to books is still highly desired, particularly for young children and older people. Our city wide consultation from 2012 and 2013/14 has enhanced our understanding of customer needs and the results can be found in Appendix B and Appendix C.

The Survey in 2012 showed that many people (who responded to the final comments question), said that activities should concentrate on activities for children and young people, supporting homework and encouraging reading and educational attainment. Slightly less people (10%) said they wanted more activities for adults including community events and self improvement classes.

Even though it is easier for people to borrow books (for instance self issue and reservation on line) the number of book issues continues to fall. This is in line with a national trend and is to be expected. It is important that the reshaped library service takes account of these changing trends.

There were 1,924,742 book and other media issues (-23% on the previous year), 366,609 Peoples Network sessions (+22% on previous year), and 2,179,879 visits to libraries (-10% on previous year).

4.2   Technology driven change

We are now in a digital age where the options for accessing information are expanding. The quality and reliability of this information can vary greatly and the role of a Librarian can ensure people have access to the most valid and appropriate information.

There is a growing demand for new and improved technology such as e-books, Wi-Fi access and improved online catalogue facilities. Local authorities that have

introduced e-books for loan have seen a surge in membership as a result.   Despite the increase in home computers, the demand for access to the People's Network has increased 22% over the past year. This growth is impeded by low numbers of computer terminals in Sheffield compared with other core cities.

4.3   **Adapting to new circumstances**

Over the period of the Library Review it became increasingly clear that the scale of savings required to help the Council meet its overall budget deficit targets would be greater than originally envisaged. The Government identified a period of austerity which was to last for a number of years but this was subsequently extended beyond the current parliamentary period and into the next.

Elected Members were aware that budget savings in library services made over the past years had been more pragmatic than strategic. Although previous budget savings had enabled the service to maintain the number of libraries and opening hours, this approach was untenable in the long term, given the diminishing financial resources that would be available to Local Authorities.

The savings in expenditure required in recent years have been met by reductions in front line staffing, opening hours and the deletion of back room development resources.   The budget reduction target from 2014/15 at £1.669 million means that sufficient savings cannot simply be made by continuing to cut back services while still delivering a comprehensive service. It was recognised that a completely fresh review of the library service was required. Elected Members have sought to use what has been learned through the Review to direct resources to priority areas and into more efficient ways of running services.

5.0   **REVIEW OF THE LIBRARY, ARCHIVES AND INFORMATION SERVICE**

The Review of Libraries Archives and Information Service began with the establishment of an Elected Members Task and Finish Group in July 2011 and will conclude with a report to Cabinet in February 2014. This section describes the history of this Review, what has been learned and what has changed.

5.1   **Elected Members Task and Finish Group**

The Elected Members Task and Finish group set off the Review in 2011/12 with the remit of analysing all services, looking at best practice elsewhere and considering how the Council could make the service more efficient, modern and community based.

In 2011 the principles set by the group were:
-   All services will be the subject of a consultation.
-   A city wide LAI(S) service where some communities may need more/different support to achieve city standards of service.
-   The Council will not seek to close any libraries
-   The Council will increase the use of volunteering to enhance our service provision, but not to replace paid staff.
-   The service will be more self-supporting, by increasing income

Priorities for review:

- Review the library service organisation and culture.
- Seek to increase flexibility across the service, to support modern service delivery.
- Make the best use of changing technology and resources and seek investment.
- Consider the benefits and risks of working more closely in partnership with local communities.
- Consider how income could be further increased.
- Consider how services to business can be further developed.

5.2 A vision for the library service

In the early stages of the LAI(S) review a vision was drafted and agreed by Elected Members. This vision describes what the Council want from the city's library service, how this can be achieved, and some key objectives. The vision can be found in Appendix K. The difficult financial context means the vision will be harder to achieve, but remains the focus for the development of the service into the future. In assessing the potential models of operation, the ability of each model to deliver the vision has been taken into consideration.

The vision document describes a sustainable and deliverable service which includes the following features:

- Promote reading and a wide range of resources
- Create welcoming library spaces
- Celebrate Sheffield's successful centres and rich local history
- Tackle poverty and social inequality
- Promote lifelong learning
- Deliver sustainable services with a focus on 'need'
- Utilising social capital
- Promoting better health and wellbeing

5.3 Researching good practice

A Libraries Review team consisting of Elected Members, theme group members, and library staff, visited 6 different local authorities to see how they had implemented new ways of working. The local authorities visited were: Manchester, Newcastle, Peterborough, Leeds, Wakefield and Doncaster. Research also looked at the strategy and practice of others via the internet, e.g. Liverpool, Edinburgh and Barnsley.

Research highlighted the different ways the Council can run and develop library services. Options identified including the development of e-lending, expansion of online and digital services, working together in partnership and co-location, working with volunteers in new ways, developing the library offer with links to commercial services and partners (such as cafes and booksellers), increasing income earning opportunities such as charging for the People's Network.

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The key learning points were:

- Opportunities for partnership working are strong, but need to take into consideration the challenges of joint working, such as sharing resources, and operational compatibility.
- Volunteers can make a significant contribution to the running of libraries, it is important to ensure the role is clear and people are supported.
- There are opportunities and challenges to meet the future demand for technology based services such as e-books, PCs and improved online catalogue which requires investment.
- Learning from other cities shows the importance of service location, understanding the needs of our users and understanding how volunteers can be successfully involved and engaged in services.

5.4   **Theme groups**

The LAI(S) Review was divided into theme groups in order to explore and identify the issues and opportunities, and build on the research. Council officers from different council departments were invited to attend relevant theme groups alongside the Libraries Review team and library service management.

The theme groups were:

- Communication planning - Remit (in brief):-
  - Develop a communications strategy and consultation plan.
  - Deliver consultation. Explore creative ways to engage users and non users.
  - Analysis of questionnaires/consultation data

- Resources – Remit (in brief):-
  - Identify options for an increase (or decrease) in fees and charges
  - Identify options for sponsorship, marketing and branding and complementary commercial use (i.e. renting/sub letting space).
  - Identify options for income from partnership activity, grants and fundraising
  - Identify options for income generation from library resources – archives, grounds, transport, I.T.,

- Future development and delivery – Remit (in brief):-
  - Consider principles against which to consider options – Library vision, corporate plan i.e., tackling poverty and social injustice and the promotion of social regeneration.
  - Analyse alternate/new models of delivery, including volunteering, partnership working, digital options, and complementary franchises.

- Buildings and assets – Remit (in brief):-
  - Link to Asset Review/Community Investment Plan/Face to Face strategy
  - Identify how efficient and flexible the current library buildings are and make recommendations for improvement.
  - Develop proposals for buildings which are not fit for purpose

6.0 **CONSULTATION 2012**

A consultation survey was developed with support and feedback from the consultation theme group, communications team, senior Council officers, and Elected Members of the task and finish group.   The consultation invited both library users and non-library users to take part in the survey in order to obtain a range of views and opinions on the review. The survey could be completed online via Sheffield City Council website, or paper copies could be obtained from libraries or First Point centres. Paper copies could be returned to any library or returned in a freepost envelope. Arrangements were made for a language translation telephone service to be available if required. A total of 6,037 people completed the consultation survey, with 4,126 of these being completed online.

Throughout the survey, there were free text boxes which invited comments and ideas, and over 15,000 comments were made. The survey was structured in 3 sections, 'Using the library services', 'Making our library services more efficient', and 'Ideas for the future'.

It was anticipated that the needs of some specific groups would be diluted by the generic nature of the wider survey.   Therefore a number of consultation sessions were arranged with specific groups to gain a wider understanding of their specific needs in relation to library services. There were 7 sessions held with groups of young people, older people, disabled people, and refugees and asylum seekers.

See report on the survey results Appendix B.

Learning points from the 2012 consultation include:

- Quality and choice of materials were most important to survey respondents (out of 10 choices), and what they wanted to protect the most.

- The Council running library services (rather than social enterprises, charitable trusts or community groups running them), was what survey respondents wanted to protect the least (from a choice of 5).

- Survey respondents proposed a number of ways in which to raise funding or make savings. This included increasing fees and charges, making better use of technology, taking in (more) donated books, broader use of the library building with other council services, events and classes. The majority of survey respondents were also positive about complementary commercial activity in libraries particularly café bars, cafes and newsagents.

- The majority of respondents were in favour of charging for the Peoples Network (PN), although this was a more popular choice in libraries which had the lowest rate of PN usage.

- New technology in libraries such as Wi-Fi and e-books was not an influencing factor for people over 40 (who were the majority of respondents), but it was desired by younger age groups.

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- The majority of survey respondents are in favour of exploring partnership opportunities.

- The majority of survey respondents answered 'yes' to supporting the use of volunteers to enhance the service. However, comments made in relation to this questions indicated most people felt volunteers should not replace paid staff.

- Comments made about developing activities in libraries demonstrated a desire for a community space. Activities for children and young people were the most popular suggestions including homework clubs and developing educational attainment. Activities for adults was also a popular suggestion.

- Consultation with young people highlighted a preference for technology. Study space was important, but not in the children's area. Greater links to schools, colleges and universities was a popular suggestion in the overall survey results.

- Consultation with older people highlighted that technology is good but they will always value books, staff, and a welcoming service/ambience.

- Consultation with disabled people highlighted that not all libraries are accessible. Signage is important, and ability to get to know a librarian. Social benefits are important.

- Refugees and Asylum seekers highlighted their need for books which help them to learn English. Libraries should help promote cultural awareness.

7.0 PROSPECTUS Feb-April 2013

After the surveys from the 2012 consultation were analysed, the Council was aware that a number of groups and individuals had offered to support the running of library services. The Council then issued a prospectus (see Appendix D) inviting further ideas and suggestions and offers of support, ensuring all the possibilities had been explored.

The prospectus included a Needs Assessment, and asked for ideas and suggestions that reflected the needs of Sheffield people. The prospectus also included a description of each service/function operated by Sheffield's Libraries, Archives and Information services.

Individuals, groups and organisations were able to register an interest for 8 weeks from 11th February until 8th April 2013. The Council received 27 registrations of interest that included 18 from not for profit groups or organisations, 6 from individual people, 1 from a Parish Council, and 2 from private sector organisations. This exercise was successful in gauging the level of interest and helped to formulate different models of operation. The registrations of interest were not part of any formal tendering process.

8.0   IDENTIFYING THE PREFERRED OPERATING MODEL

A range of potential operating models were developed, drawing on the research of different approaches, learning from best practice, the consultation in 2012 and ideas generated from the prospectus.

13 potential models of operation (with variations) were devised and analysed. This includes a SWOT (Strengths, Weaknesses, Opportunities,Threats) analysis being undertaken on each model. This incorporated relevant issues drawn out from the needs assessment at that time. A workshop involving the Cabinet Member for Communities, Cabinet Advisors and council officers discussed the pros and cons of each model using the analysis against criteria, to determine a preferred model.

Details of the 13 models and the analysis can be found in Appendix I

<u>Summary of the operating models considered</u>:

- Model 1: SCC only support SCC run libraries. Libraries run and staffed by SCC.
- Model 2: SCC oversees all libraries in the city, both SCC run and community run, with volunteer support from the Council.
- Model 3: Libraries run by external organisation with volunteer support. A mix of SCC run libraries and community co-delivered libraries (as model 2), with volunteer support from an external organisation
- Model 4: SCC provides financial support only to SCC libraries, but allow communities to take over closed libraries.
- Model 5: Transfer the entire library service to a charitable trust (or similar)
- Model 6: Transfer the community library service to a charitable trust, retain other services within SCC provision
- Model 7: Consortium model for community libraries only. All community libraries transferred to a number of social enterprises collaborating under one contract. Libraries run mainly with volunteers, not SCC staff.
- Model 8: Voluntary sector hub. All community libraries transferred to social enterprises operating libraries in clusters. Each cluster managed under a separate contract. Libraries run mainly with volunteers, not SCC staff.
- Model 9: Statutory sector hub. Libraries run and staffed by SCC, sharing library buildings with other statutory services creating a service hub.
- Model 10: Private sector hub. Library buildings transferred to or managed by a private sector organisation that would operate the service on behalf of the Council.
- Model 11: A mixture of hub models. Allowing for social enterprise, private sector and SCC delivery.
- Model 12: Education link model. Link library provision, including co-location to other services such as schools and children's centres.
- Model 13: Technology model. Reduced number of SCC hubs, with an increase in book depositories and online access.

Model 2, a 'mixed delivery' operating model involving SCC libraries and community co-delivered libraries was selected for the following reasons:

- More libraries remain part of the main libraries network
- Able to keep as many libraries open as possible with community and volunteer support.
- Co-delivery with community organisations will help to ensure sustainability and quality of delivery
- Opportunity for additional 'voluntary sector' services to run alongside library services

9.0   NEEDS ASSESSMENT

The Needs Assessment (see Appendix E) is part of the process that informs the cabinet decision, taking into account the Council's obligation to deliver a comprehensive and efficient library service, the consultation exercises in 2012, and 2013/14, and an Equality Impact Assessment.

9.1   The needs of Sheffield people

The needs assessment is drawn from a range of statistics and evidence including the 2011 census. The following extract from the Needs Assessment document (the full report can be found in Appendix E) describes the needs and characteristics of Sheffield as a whole.

- The 2011 Census reveals that 552,698 people lived in the Sheffield local authority area.
- In 2010 Sheffield had the highest proportion of its population aged 65 years or over (15.5%) compared to the other English Core Cities.
- There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population, whilst there are seven neighbourhoods in the 10% of least deprived locations in England. 12% of households rely on benefits with 24% of Sheffield's dependent children and 28% of the population over 60 years old living in households claiming Housing and/or Council Tax Benefit.
- There are 128 languages spoken in the city's schools and community cohesion and community safety remain positive points for Sheffield.
- The educational profile of the city's population has seen the proportion of residents with no qualifications falling from 16.6% in 2008 to 10.0% in 2011, bringing Sheffield in line with the national average.
- Communities living in neighbourhoods in the north and east of the city are more likely to experience deprivation in respect to education, skills and training. Sheffield still has a higher number than the national average of 16-18 year olds not in education, employment or training (NEET).

- 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. This reflects the key issue that inequalities in health and wellbeing are intrinsically linked with wider social, cultural and economic conditions.
- Getting around the city is changing with more people using Supertram and walking and cycling although bus travel is declining and motor vehicles are still used by most people to travel.

9.2   NEEDS ASSESSMENT AND PRIORITISATION APPROACH

The needs assessment (Appendix E) contains a range of indicators, which includes indicators to help assess:

- Use of Library Services
- Demographic Need

Following the development of the needs assessment an analysis was undertaken using both of these elements (which are described in more detail below) to inform the council's proposals around the 11 hub libraries. The factors included in the 'Demographic Need' element were given **twice the weight** of those in the 'Use of Library Services' element. This was used as the basis for the council's 2013/14 consultation. Full details of the methodology are given at appendix J (technical report).

Following the public consultation we have reviewed the needs assessment to ensure accuracy – this has resulted in a number of minor alterations and corrections. However, these have not had the effect of altering the 11 libraries initially indicated as hubs nor the 5 libraries initially indicated as co-delivered (although the precise position of each library within the ranking has changed slightly as a result). For further details see Appendix J.

9.2.1   Use of Library Services

To apply fairness between libraries which may have longer or shorter opening hours, the calculations, where relevant, are on a per hour basis.

The Council took into account the number of registered users, the number of books and materials issued, the number of People's Network sessions and the number of library visits.

The number of people using the library service has been declining overall, with a 23% reduction in book issues between 2011/12 to 2012/13.

The way people choose to access information is changing as technology is developing. Access to information and services 24/7 is an increasing expectation. Local authorities that have introduced e-books for loan have seen a surge in membership as a result. Despite the increase in home computers, the demand for access to the People's Network has increased 22% over the past year. Finding information almost instantly via the internet is increasingly preferred to drawing information from reference books and materials.

Although having physical access to books is still highly desired, particularly for young children and older people, 'book issue' alone, is not a good indicator of the value or effectiveness of the service. Even though it is easier for people to borrow books (for instance self-issue and reservation on line) the number of book issues continues to fall. This is in line with a national trend and is to be expected. It is important that the reshaped library service takes account of these changing trends.

There were 1,924,742 book and other media issues (-23% on the previous year), 366,609 Peoples Network sessions (+22% on previous year), and 2,179,879 visits to libraries (-10% on previous year).

9.2.2 Demographic Need

This part of the assessment considers the demographic needs of those who live, work and study in each library area. This includes the needs of older people, children and young people, people who have a disability and people from minority ethnic backgrounds, people facing deprivation, and people with literacy needs.

The needs of these groups in particular have been identified because:

- Older people (over 65): Increasingly there are more people aged over 65 in the population. Social isolation is an issue for many older people, particularly those who have lost a partner (by 2025 it is estimated that there will be a 23% increase in people aged over 75 living alone). Low income is an issue for many pensioners, and 28% of people aged over 60, living in Sheffield households, claiming benefits relating to low income.

- Children and young people: reading for young children helps them view books as a fun activity, not a chore. Numerous studies have shown that students who are exposed to reading from a young age are more likely to do well in all facets of formal education. Sheffield still has a higher number than the national average of 16-18 year olds not in education, employment or training (NEET).

- People who have a disability: 2% of adult registered users have declared (voluntarily) a disability. Libraries provide a safe and welcoming space. The location of library services is more acute for this group of people, who may be less able to travel to other libraries.

- People from minority ethnic backgrounds: Unlike the general population

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(from a white British background), many people from black and minority ethnic communities live in households concentrated in specific areas of the city. This means the location of a library service could have a bigger impact on this group.

- People facing deprivation.   There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population. The location of library services is acute for this group of people, as the cost of travelling to another library could be a barrier to accessing the service. The availability of free books and internet access is of greater importance when income levels are low.

- People with literacy needs. Access to books, knowledge and learning in a safe and welcoming environment, can help people with low literacy needs improve their skills.

- Proximity. The proximity between a library and the next nearest library was calculated as a measurement of the distance using public transport. However the next nearest library by public transport is not always the closest geographically. This allowed the council to determine the libraries that were initially indicated as hubs or to be co-delivered.

9.3   SCC hubs

Using the methodology described in Appendix J, the following were initially identified to be retained as SCC run hubs libraries:

	Priority Ranking (1 = Highest Priority)
Firth Park	1
Crystal Peaks	2
Darnall	3
Manor	4
Woodseats	5
Hillsborough	6
Chapeltown	7
Ecclesall	8
Highfield	9
Parson Cross	10
Stocksbridge	11

9.4   Co-delivered and independent libraries

Using the methodology set out at Appendix J, the following were initially identified to be retained as SCC co-delivered and independent libraries:

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	Priority (1=highest)
Newfield Green	**1**
Burngreave	**2**
Southey	**3**
Woodhouse	**4**
Park	**5**
Broomhill	6
Upperthorpe	7
Greenhill	8
Tinsley	9 *
Jordanthorpe	10
Ecclesfield	11
Stannington	12
Frecheville	13
Totley	14
Gleadless	15
Walkley	16

Libraries highlighted in bold are proposed to be co-delivered, with the remaining libraries proposed to be independent. Tinsley library will remain under SCC provision until the rental agreement expires in 2016, after which point it may become an independent library.

10.0   CONSULTATION 2013/14 SUMMARY

A full report on the Consultation 2013/14: 'Evaluation of responses to the Library Service Review Phase 2 Consultation', can be found in Appendix C. Please note this report in itself contains appendices.

The phase 2 consultation followed a decision by the Executive Director of Communities to consult on the new proposals to create a new model of delivery for the Library Service. The report about this decision can be found in Appendix A.

The aim was to ensure as many people of Sheffield as possible were aware of the proposals for the future of Sheffield's library services, and knew how to have their say. A survey was prepared asking questions about each proposal and the possible impact, and allowing space for free text responses.

To enable engagement in the survey there were numerous facilities in place such as a dedicated phone line to give views over the telephone, a Language Line poster in all libraries advertising interpretations support to all communities, post cards, regular press releases, details emailed to 7,538 organisations.

Sheffield Futures were commissioned to organise and facilitate focus groups with children from secondary school age up to age 25. The Children's Involvement Team were also engaged to organise and facilitate focus groups with children from primary school ages.

Engagement work sought the views of, BME groups, disabled people, older people, children and young people.

People who responded:

- Nearly 9000 people submitted some comments, the majority being via the consultation survey with 7435 individuals completing it, 2757 being paper copies, and 4678 being online surveys.

- 4.9% of adults registered with a library responded to the consultation via the survey.

The response rate per library as a percentage of Registered Library Users at that library range from 0.5% to 13.6%

For consultation results by Equality Groupings, please see section 18 on Equality Impacts.

10.1 Summary of response rates by library

The table below shows response by library and proposed type and shows the percentage of the overall response and also the percentage of registered library users at each library/service.

Library service	Proposed type of service	No. of survey responses	% of respondents	% of registered library users
Archives	City wide services	45	0.60%	0.60%
Broomhill	Independent	591	7.90%	7.00%
Burngreave	Co-delivery	101	1.40%	2.20%
Central	City wide services	976	13.10%	2.00%
Chapeltown	Hub	258	3.50%	3.30%
Crystal Peaks	Hub	295	4.00%	2.40%
Darnall	Hub	39	0.50%	0.50%
Ecclesall	Hub	450	6.10%	4.40%
Ecclesfield	Independent	136	1.80%	5.10%
Firth Park	Hub	107	1.40%	0.70%
Frecheville	Independent	80	1.10%	4.50%
Gleadless	Independent	271	3.60%	7.70%
Greenhill	Independent	371	5.00%	8.40%
Highfield	Hub	173	2.30%	1.90%
Hillsborough	Hub	222	3.00%	2.40%
Home Library	City wide services	72	1.00%	10.80%
Jordanthorpe	Independent	57	0.80%	2.80%
Manor	Hub	109	1.50%	1.30%
Mobile Library	Closure	178	2.40%	5.40%

Newfield Green	Community led co-delivery	57	0.80%	2.10%
Park	Community led co-delivery	177	2.40%	5.50%
Parson Cross	Hub	57	0.80%	1.20%
Southey	Community led co-delivery	51	0.70%	1.30%
Stannington	Independent	376	5.10%	12.90%
Stocksbridge	Hub	148	2.00%	2.80%
Tinsley	Exception	50	0.70%	1.70%
Totley	Independent	611	8.20%	13.60%
Upperthorpe	Independent	182	2.40%	4.70%
Walkley	Independent	363	4.90%	11.00%
Woodhouse	Community led co-delivery	221	3.00%	6.10%
Woodseats	Hub	186	2.50%	2.70%
Not Selected	N/A	425	5.70%	

If a respondents library is proposed to be a hub, the overall positive responses to the proposals range from 51% to 67%, but if their library is proposed to be independent then positive responses lie between 32% and 41%.

10.2   What people thought of the proposals

A positive response to the questions includes those who answered 'yes' and those who answered 'yes' with reservations. Respondents were also invited to make responses 'no' or not sure.

- As a whole 39% of survey respondents are positive about the proposals, although the response to individual proposals varies.
- 53% of respondents were positive about the needs assessment process.
- 44% of respondents were positive about the hub proposals.
- 45% of respondents were positive about independent library proposals.
- 43% of respondents were positive about community led (co-delivery). Proposals.
- 41% of respondents are positive about the mobile library proposal.
- 62% of respondents are positive about the home library proposal.
- Job seekers and BME communities are significantly less positive about the proposals, although it does vary from question to question.
- Disabled people are very significantly less positive about the proposals.
- If the library a respondent used most closed, 31.9% would stop using libraries, 17.8 % would use the central library and 16.2% would go to the next nearest library.

10.3   Concerns that were raised

- For hub proposals the biggest reservation was longer distance to travel, followed by loss of service.
- For community led (co-delivery) libraries the biggest reservation was uncertain long term future, followed by loss of knowledge and expertise of staff.
- For independent libraries the biggest reservation was uncertain long term future tied with reliability of service.

- For mobile library proposal the biggest reservation was loss of service provision followed by loss of convenience.
- 53% of people were satisfied we had taken into account the right things to inform the proposals, but the most common reservation was the loss of a library as a 'community or social resource'.

11.0   REGISTRATIONS OF INTEREST OCT 2013-JANUARY 2014

As the consultation on the proposal for the future of Sheffield's library service was launched in October 2013, the Council was aware that a successful independent or co-delivered library requires a robust business plan that needs time to be developed.

Therefore an appeal for groups and organisations to register an interest in running either a co-delivered or independent library was made in October 2013. A guidance pack was issued at the beginning of November, followed by workshops, individual group support and a visit to independent libraries in Wakefield.   As this was during a period of consultation, it was made clear to all groups involved, that, until the decision has been made by Cabinet in February 2014, the proposal may be subject to change.

11.1   Summary of support and guidance for the development of independent and co-delivered libraries

Group Name	Library	Proposal	Face to face	Work-shops	Wakefield Visit
Southey Forum	Southey	Co delivery	✓		
Gleadless Valley Community Forum	Newfield Green	Co delivery	✓	✓	
Woodhouse Forum	Woodhouse	Co delivery	✓	✓	
Park Community Action	Park	Co delivery	✓	✓	
Friends of Burngreave Library	Burngreave	Co delivery	✓		
Broomhill Library Action Group	Broomhill	Independent	✓	✓	✓
Friends of Upperthorpe Library	Upperthorpe	Independent	✓	✓	
Friends of Greenhill Library	Greenhill	Independent	✓	✓	✓
Friends of Ecclesfield Library	Ecclesfield	Independent	✓		
Stannington & District Library Group	Stannington	Independent	✓	✓	✓
Frecheville Library Action Group	Frecheville	Independent	✓	✓	✓
Gleadless Library Supporters	Gleadless	Independent	✓		✓
Totley library management group /friends of Totley Library	Totley	Independent	✓	✓	✓
Meadowhead Christian	Jordanthorpe	Independent		✓	

Fellowship					
Forum Café Bars	Walkley	Independent			
Gleadless Valley Tenants & Residents Association	Newfield Green	Co-delivery			
Walkley Community Library Futures Group	Walkley	Independent		✓	✓

11.2   The key learning points from developing independent and co-delivered libraries

Many of the issues and concerns raised in this section are addressed in the proposal in section 13.5.

Discussions with the groups who have submitted initial business plans revealed a range of needs which, they feel, if met, would increase the viability and sustainability of the library, these are:

- Support for the group to develop and achieve appropriate legal status. This will aid the group to fundraise, enter into contracts and limit their liability.
- Transitional period for the group to go into the library and learn how to do things before officially being handed over to them.
- Funding to help with initial cash flow (as long as overall financial plan is viable).
- Allow independent libraries to be depositories for reservations on SCC catalogue. This would enable library users to access the full Council catalogue as well as book stock in the library.
- For independent libraries to link into local and national initiatives such as the 6 book challenge.
- Plan to get library members signed up to the new independent service (as well as council library service). Not to have a gap between SCC service and new independent service starting (independent libraries will find it harder to get back users who start to make alternative arrangements).
- Library buddying/clusters – links between hubs, co-delivered and independent libraries.
- Support with recruiting, co-ordinating and supporting volunteers, including marketing & promotion.
- The majority of groups have expressed that a 25 year peppercorn lease (subject to conditions) is desirable to help access funding.
- Some groups are concerned about taking on buildings which may incur significant repairs and maintenance bills.
- Independent libraries may fail if their book stock is not updated. This can be overcome in a number of ways:
  - Buying new books from fundraising (groups feel there will be greater demands on the money they raise such as running costs)
  - Take in book donations

- o Circulate book stock with other independent libraries, using their own cataloguing I.T. system.
- o Independent libraries become book depositories for the SCC library catalogue
- o Remain on SCC's catalogue and access city wide book stock and material.

13.0   THE PROPOSAL

The Council has revised the proposal for the future of Sheffield's library services following consideration of the consultation results, feedback from communities and library groups, the Equality Impact Assessment, and insight provided by the priority tool.

The Council will create a comprehensive, modern, affordable and efficient library, archives and information service for Sheffield: Sheffield's libraries will be *in person and on-line.*

The Council want to keep as many libraries in the City open, whether directly through the City Council or in partnership with other organisations.

13.1   Eleven hub libraries

Consultation and research has highlighted the desire and benefit of libraries running as community hubs, where local people can access a range of council services, advice and community activity from one place. Hub libraries will be easily accessible by public transport and conveniently located amongst other services and shops. The Council will liaise with other council services and voluntary sector partners to ensure the 'hub' mix of services provided reflects the needs of local people as much as possible. Library space is regarded as a safe and welcoming environment and this will be maintained.

Eleven hub libraries have been identified by the priority tool (see section 9.2.4) as libraries which will fulfill the Council's statutory duty (and beyond).

This analysis has taken into consideration library usage and performance (best performing libraries) the needs of people in the library catchment area (the libraries with greatest need) and geographical (travelling) distances between libraries (providing geographical coverage across the city).

Everyone will have a hub library within reasonable access to them via a public transport service. There is no doubt that a number of people will have to travel further to access a hub library service. People may be faced with a longer journey to an area they are less familiar with. Nevertheless the proposal ensures a good spread of libraries across the city. Of equal importance, the proposal, ensures that all the services and community space which libraries offer are still appropriately available to the citizens of Sheffield. This remains more than a minimum service offer.

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The library service in the 11 hubs will operate with an increased offer (i.e. the development of Wi-Fi and e-book service). The hubs will run for a minimum of 31 hours per week (days and times to reflect the needs of the local community), and volunteers will be encouraged to supplement existing services. As well as providing a service for everyone, a specific programme for different age groups and communities will be provided.

The 11 proposed hub libraries are (in alphabetical order):

Library
Chapeltown
Crystal Peaks
Darnall
Ecclesall
Firth Park
Highfield
Hillsborough
Manor
Parson Cross
Stocksbridge
Woodseats

13.2   Tinsley Library

As an addition to the main proposal the Council will continue to fund and staff Tinsley library for 21 hours per week until the rental agreement expires in 2016. Following this, Tinsley may become an independent library. This ensures that financial resources are used wisely in the current context.

13.3   Community 'co-delivered' libraries

The Council wishes to keep as many libraries open as possible, beyond the core service, and with support from the communities of Sheffield this can be achieved. A community 'co-delivered' library will benefit from all the services and resources of a SCC run hub library, but without the staffing.

There has been careful and considerable reflection on this approach. The greatest cost for community libraries, far outweighing running costs, is the cost of staff. Although the library service can afford to provide a support package for co-delivered libraries, community partners are needed to run the libraries with volunteers in order to keep the libraries open.

The Council is aware from the consultation in 2012, that 59% of respondents were in favour of exploring partnerships (rather than library closure). In February 2013 the Council invited individuals, groups and organisations to register an interest in supporting community libraries. This exercise enabled the Council to better understand how it can work together with different partners. These benefits include fundraising and gaining access to funding, enhancing community engagement, providing volunteers and helping to tailor services and resources more closely to community need.
Co-delivery is therefore considered to be an effective way to keep more libraries

open in Sheffield. This is a creative approach which takes account of Sheffield's particular profile. The research which looked at the experience of other local authorities, suggests it is not sustainable for community groups/organisations to take over the running of redundant libraries without any ongoing support and commitment from the Council.   The Council can therefore offer the following package of support, subject to an approved business plan by end of June 2014.

- Property running costs, including but not limited to: utilities, cleaning, waste disposal, repairs and maintenance, rent and service charge where applicable
- Book and material stock, and circulation.
- Radio Frequency Identification Devices (self service machines)
- Computers and free access to the Peoples Network (internet access)
- Computer maintenance
- On-line catalogue
- Access to activities and initiatives run by the Young People's Library Service.
- Community librarians will work with these libraries to improve literacy in the community.
- Advice and guidance on running the library will be provided by community development librarians for up to 15 hours per week
- The Council will work with these libraries to provide a training and support programme for volunteers.
- The Council will provide support to recruit and manage volunteers

The Council will seek a city wide approach to connect the hubs with community libraries (both co-delivered and independent) under a joint strategy. The Council will also support groups to develop links and partnerships with voluntary, statutory and private sector partners.

The Council will fund community co-delivered libraries for a pilot period which will last for 2 years, following assessment, this may be extended. During this period the Council will seek to develop the range of skills and experience within groups to run library services. Support will be given by Council library staff to help groups set up and sustain their library. Progress will guide future proposals for the community library service.

Five community organisations have registered an interest to run a co-delivered library and have submitted an acceptable initial business plan.

It is proposed that the following libraries become community co-delivered libraries, subject to the completion of an approved full business plan by end of June 2014. These are (in alphabetical order):

Burngreave
Newfield Green
Park
Southey
Woodhouse

13.4   Independent libraries

In line with the priority tool, it is proposed the following libraries may become independent libraries:

(in alphabetical order)

Broomhill
Ecclesfield
Frecheville
Gleadless
Jordanthorpe
Stannington
Totley
Upperthorpe
Walkley
(plus Tinsley after the rental agreement expires in 2016)

In the report of the Executive Director 25th September 2013, it was outlined that libraries vulnerable to closure, which do not become community co-delivered libraries, may become independent libraries without financial support from the Council. However, a range of non-financial support, advice and assistance was always proposed for the formational stages though this would not be ongoing.

Since the launch of the consultation the Council has encouraged community groups and organisations to come forward and register an interest in running their community library. Interest has been strong and every library which is vulnerable to closure has a group/organisation willing to run it.

Guidelines were produced for individuals, groups and organisations who want to run, or help to run a library service in Sheffield. As listed in section 11.1 library groups took advantage of a range of information and support sessions organised by the Council, including workshops and a visit to independent libraries in Wakefield.
The guidelines included a range of information and advice, including the criteria for initial and full business plans (see appendix G) The list below outlines the criteria for the initial business plans which had a submission deadline of 24th January 2014.

    (1) A volunteer register
    (2) Managing and co-ordinating volunteers
    (3) Working with partners
    (4) Governance arrangements
    (5) Ideas
    (6) Financial plan

11 groups/organisations have submitted an approved initial business plan and will be invited to develop a full business plan.

Where more than one group have submitted an approved initial business plan,

the Council will encourage groups to work together and consider submitting a full business plan as a joint venture. If this is not possible, the full business plans will be competitively assessed/scored.

Library groups that have specified an interest in delivering a library as 'co-delivered' for a library which is now confirmed as an 'independent' library will have until 31st March 2014 to confirm if they wish to proceed with a full business plan as an independent library. Library groups where the library is now confirmed as 'co-delivered', may submit a full business plan as either a co-delivered or independent library.

Groups/organisations (who have submitted an approved initial business plan) may submit their full business plan between 1st April 2014 and 30th June 2014.

Although the Council is working actively to keep libraries open, if groups do not make sufficient progress (given the support that is available), or fail to submit a business plan to the required standard, in the interest of operating an efficient service, library closures will be needed.

If there are no alternative plans for the library building, up until the end of June 2014 the Council will look at all additional viable proposals for retaining a library service.

As the library groups developed their initial business plans, they were able to raise issues and concerns they had about the viability and sustainability of independent libraries. These needs have been considered, along with the consultation results and are now reflected in a new offer for independent libraries.

13.5   Additional support for independent libraries

By increasing the viability and sustainability of independent libraries the Council can address many of the concerns expressed in the consultation and identified in the equality impact assessment.

A series of support measures to the value of £262,000 will be funded by the Council for up to 3 years:

Development Support
An allocation of £47,700 has been made to support the development of groups to enable them to run an independent library. This includes support from a volunteer co-ordinator.

- Support for the group to development & achieve appropriate legal status.
- Tailored transitional plans for each co-delivered and independent library with support and training including H&S, safeguarding, equalities etc.
- Develop a network of independent libraries.
- Support to recruit, manage, retain and support volunteers. Including marketing and promotion.
- Support to link with other statutory and voluntary services.

- Cluster support arrangements to be put in place linked to nearest hub library.

Support to manage library buildings
- Each building will be negotiated individually with Property & Facilities Management. Peppercorn rent subject to conditions. Alternative arrangements such as SCC retaining responsibility for the building can be considered.
- The Council will explore where any further capital support may be available as part of the Council's capital programme.

Support to run independent libraries
- An allocation of £154,300 has been made for a grant pot of funding to aid sustainability linked to a viable (and approved) business plan:
  - Year 1, each independent library can apply for funding (up to the level of the running cost budget for that library), for funding needs identified in their final full business plan. The Council will work with the independent libraries to identify and implement an appropriate system to monitor the success of the libraries and the impact gained from the Council's investment.
  - Year 2, each independent library can apply for funding, (as year 1 value) for projects that will enable sustainability and future financial independence from the Council.
  - Year 3, criteria for this funding to be determined by an assessment undertaken after years 1 and 2.

Access to Library Services
An allocation of £6000 (based on 10 independent libraries) has been made for each independent library to access services described below (if they wish). A guidance pack will be produced.

- Book depository service giving library users access to SCC catalogue stock at their independent library.
- Independent libraries may remain on the library catalogue system. This will involve training and additional security arrangements. The book stock will not be transferred to the independent library as the stock may be requested by any library user in the city. Income generation from SCC materials i.e fees and charges will remain with SCC. Independent libraries may retain (where these are already installed) a Radio Frequency Identification Device (self service machine) until the current lease period expires.
- Alternatively independent libraries may prefer to have their own cataloguing system.
- Independent libraries will be able to link into local and national initiatives such as 6 book challenge.
- Independent libraries may retain the People's Network service, (subject

to additional security arrangements).

Workshops will be set up for independent library groups and a guidance pack will be produced.

14.0   VOLUNTEER PROGRAMME

Volunteering is a core component of an active and vital library service, bringing new skills and community involvement into how libraries are run.

Volunteers are already engaged with a variety of library services, this includes a range of non-core projects that enhance the Archive and Local Studies Service, and young people volunteering for the Summer Reading Challenge.

The Library, Archives and Information service will develop a Volunteer Strategy that recognises the benefits volunteering can bring to the community, those involved in volunteering, and the service as a whole. This will include links to City Wide Strategy and the Fairness Commission.

A volunteer programme for library services will have the following features:

- A volunteer coordinator, to support community co-delivered and independent libraries, hub libraries and the Home Library Service in recruiting, managing and training volunteers.
- A hub support programme, enabling volunteers to work with hub libraries to enhance the service. This could be by delivering additional activities, or running the library outside the Council run opening times, therefore extending the opening hours of the library.
- Home Library Service volunteer programme, volunteers will be recruited, trained and supported to help expand the service as demand grows.

The Consultation in 2012, whilst generally approving of volunteers, raised a number of concerns. Again, concerns were raised in the 2013/14 consultation. The actions outlined below aim to address these concerns.

Concern that volunteers will replace paid staff
As described in 13.3, there has been careful and considerable reflection on this approach. The greatest cost for community libraries, far outweighing running costs, is the cost of staff. Although the library service can afford to provide a support package for co-delivered libraries, community partners are needed to run the libraries with volunteers in order to keep the libraries open.

The reduction in the number of posts as a result of the new operating model and service structure, will be the same, whether or not any co-delivered or independent libraries become operable. It can therefore be considered, that volunteers in community co-delivered and independent libraries are not replacing paid staff.

Volunteers in SCC run hub libraries will only be used to enhance the service offer, or extend opening hours. Volunteers for the Home Library Service will only be used to enhance and extend the service.

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Volunteer reliability
- Each community co-delivered and independent library will have a full business plan including how they will manage and co-ordinate volunteers. Training and advice will be provided.
- A volunteer coordinator funded by the Council, will help the community co-delivered, independent libraries and Home Library Service to manage and co-ordinate their volunteers

Quality & suitability of volunteers
- Volunteer role profiles will be produced, and volunteers will be matched to the qualities required for the role.
- A volunteer training programme will be in place to meet legal obligations, such as Health and Safety, equalities training, safeguarding of vulnerable people and children.
- For community-co-delivered libraries a Community Development Librarian will be available to provide advice and guidance on running the library effectively.
- Safeguarding procedures will be in place. Volunteers should not work by themselves with library service users, unless they have undergone a Disclosure and Barring Service check, which the Council will co-ordinate.

Accountability of volunteers
- Community co-delivered and independent libraries will be required to submit an approved business plan with good governance arrangements.
- Equalities training will help maintain a welcoming environment for all people.

15.0   FUTURE OF THE MOBILE LIBRARY SERVICE

The proposal is to close the Mobile Library Service. However, the Council will consider any offer to run the mobile library on an independent basis without on-going financial support from the Council, up to the point of closure.

There are currently two mobile Library units (but generally only 1 is used at a time). The service offers access to range of books and materials. It does not offer community space, access to the catalogue, computers or internet access.

The mobile library stops are often close to static libraries.

The cost of the Mobile service per transaction is very high compared to other libraries. It costs 3 times as much to issue a book through the Mobile Service than from a static library. The usage is low and declining, between 2010/11 and 2012/13 issues were down 57%.

The results of consultation 2013/14 (see Appendix C), showed that 41 per cent of the survey respondents answered 'yes' or 'yes with reservations' about the proposal to close the mobile library service.

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The concerns raised (consultation 2013/14) regarding closure are:
- Loss of service provision - 58%
- Loss of convenience – 56%
- Having to travel to use a library – 50%
- Not being able to borrow books and other materials – 48%
- Cost of travel – 40%
- Not able to use or access materials – 33%
- Losing the opportunity to meet people – 29%
- Loss of educational opportunities - 27%
- Other – 22%
- Loss of access to computers/internet – 18%

In response the Council will promote the following services:

- Users of the mobile library service, who are unable to visit a static library or need help to do so, may apply to join the Home Library Service.
- The location of static libraries, hubs, community co-delivered and independent libraries will be promoted, included the services that are offered. This includes activities and opportunity to meet people.
- Mobile library users will be able to access free e-books, and access computers and internet in static libraries (which are not available from the mobile library)
- Access to the library catalogue, available in static libraries will enable service users to identify and reserve materials and books from anywhere in the city. (This service is not available from the mobile unit).
- The Council aims to keep open as many libraries as possible by providing a support package for co-delivered and independent libraries. This will limit the journey time and cost of travel to access a library service.

16.0   DEVELOPMENT OF THE HOME LIBRARY SERVICE

The Home Library Service offers an important service for people who are unable to visit a library and do not have any help to do so. The Home Library Service will be available for people who need help to live independently. This service will also be offered to current users of the mobile service who cannot access their community library and fulfil the criteria for the service.

The ageing population of Sheffield is likely to increase demand for the Home Library service therefore it is important to retain and support. The Council aim to develop and expand this service through a volunteer scheme in addition to paid staff.

In the summer 2012 a separate consultation exercise was undertaken with users of the Home Library Service. A report on the consultation results can be found in

Appendix H. The majority of respondents (who answered the question), said they liked the idea of volunteers helping library staff as they do their rounds delivering books and materials in the library service delivery van. This report highlights a high level of satisfaction with the service and the staff. However there was concern regarding the use of volunteers, for example "I am not good with strangers visiting my home and volunteers could be anyone and different every time I am quite worried that this could happen ".

The development and promotion of the Home Library Service received the highest levels of approval in the consultation 2013/14 exercise. The response to this question is as follows (extract from full report Appendix C):

- 62% of survey respondents answered 'yes' or 'yes with reservations' to the proposal to expand the home library service with the use of volunteers.
- The most common reservation expressed was the possible use of volunteers as well as paid staff .
- Black and minority ethnic (BME) people were statistically significantly less positive than non BME people. Although the use of volunteers was the biggest reservation, within the free text box BME differed from the whole group in being slightly less concerned about vetting arrangements and slightly more concerned about quality.
- Job seekers were statistically significantly less positive than non-job seekers. The use of volunteers was again the biggest reservation but they differed from the main group in the free text box by being less concerned about vetting arrangements and more concerned about loss of knowledge and expertise of staff.
- Disabled people were also statistically significantly less positive than non-disabled people. Use of volunteers was again the biggest reservation but they differed from the main group in the free text box by being more concerned about vetting arrangements for volunteers.
- Those who contributed views outside of the survey process in general did not comment in detail about the home library service proposal.

As this service is delivering to vulnerable people in their own home, the Council will ensure safeguarding procedures are in place as well as training, support and supervision. Volunteers and staff will not visit Home Library Users on a 1 to 1 basis, without a Disclosure and Barring Service check having been undertaken. Where volunteers are used, this will be with the approval of the service user.

Social isolation is an issue for many older people, particularly those who have lost a partner. By 2025 it is estimated that there will be a 23% increase in people aged over 75 living alone. The demand for the Home Library Service is expected to grow and this could result in a reduced visit time. The development of a volunteer scheme should help to alleviate this pressure.

The Volunteer Co-ordinator engaged to support the viability and sustainability of the Independent libraries, will also oversee the co-ordination of volunteers for the Home Library Service in the development stages. This will maximise efficiency and avoid duplication. Over the next two years the Home Library Service will develop its capacity to manage volunteers effectively and expand the service.

The Equality Impact Assessment (see full report in Appendix F) describes a number of opportunities to support the delivery of the Home Library Service, this includes:

- The opportunity to work alongside voluntary sector groups and lunch clubs to facilitate greater access to the Home Library Service or to develop alternative approaches.

- Support via the Housing+ service. Including:
    - support for tenants and their families to define their aspirations, independently
    - manage their own health, well-being and improve their household resilience
    - better joined-up working between Council services to support tenants more effectively
    - taking a 'whole household' approach, and building better links with GPs and other health staff
    - building community resilience by encouraging more 'grassroots' involvement of tenants

17.0   CENTRAL LIBRARY

Central Library will continue to be open 6 days a week, although this will be with a reduction in opening hours by 1 evening and 1 afternoon per week. Opening times will be scheduled across the library network, to be as convenient as possible.

Central Library will continue to offer a range of lending opportunities for all ages, provide local studies, the library theatre and host Graves Art Gallery.

The position of Central Library in the city centre offers residents and visitors from across the whole city and beyond, a great location to access a range of services.

Proposals are being developed to offer a more modern and flexible space, where culture/art and library uses can better share space and offer an accessible, attractive and welcoming environment for residents and visitors to enjoy.

18.0   EQUALITY IMPLICATIONS

An Equality Impact Assessment (EIA) forms appendix F. The EIA assesses the impact of these proposals on a range of people with what are termed "protected characteristics" under S149 the Equality Act 2010 and also issues relating to poverty, deprivation and financial inclusion. Some of these impacts may subsequently be addressed in part or in whole by the establishment of community co-delivered libraries and independent libraries.

The EIA includes an assessment of the impacts of the wider proposals in the main report including, for example, the Mobile Library service, and the Home Library Service. All individual Libraries not proposed as hubs have individual Equality Impact Assessments.
The EIA, which has been informed by the consultations undertaken, should be

read together with the needs assessment.

In summary, there is no doubt that any library closure would have some negative impact on protected characteristic groups both in local communities and the city as a whole. The consultation has identified stronger reaction to some of the proposals from some protected groups but in particular from disabled library users.

The process of the needs assessment has looked to take into account the demographic needs of the key protected groups and has included this in the process of prioritisation for the SCC run hubs, and community led co-delivered libraries.

The additional funding for independent libraries which has been identified should provide a basis to avoid closures and thereby avoid the most negative equality impacts. Additional support that will be provided to independent libraries will help them to develop links with other services such as Public Health.

Some of the other potential negative impacts can be mitigated in part by policy developments such as Housing+, that will include local community-based approaches to delivering services and work to extend Digital Inclusion, ensuring the inclusiveness of services supported by staff and greater utilisation of the Schools Library Service.

The Council has examined key indicators to determine whether there are likely to be significant equality impacts should an individual 'non-hub' library face closure and we have identified the following locations/characteristics;

- o Park Library – Young People
- o Burngreave Library – BME People
- o Tinsley Library – BME people
- o Upperthorpe Library – Disabled People
- o Totley Library – Older People.

The needs and concerns of Children & Young people, BME people, Older People and Disabled people expressed in the consultation 2013/14 exercise are described below. Also the issues relating to Job-seekers.

18.1   Children & Young People

The consultation work undertaken in 2013/14 with children 5-11 years gathered the views of 152 children. 28% of these were non-library users. In the work undertaken by Sheffield Futures with 164 11-19 year olds views, 49% were non-library users. See Appendices 8 and 9 for full reports of the consultation activity. Some of the key concerns expressed by children and young people were:

- Library hours as they are at the moment are inconvenient for children and are a reason why some of the children don't use libraries.
- Central library – want it to close in mornings instead of afternoons and evenings as they can only go later in day after school.

- Hubs proposals – Those whose local library isn't becoming a hub had concerns about distance to travel and the cost and safety implications of travelling on their own. This mirrors concerns expressed by adults in the survey.
- Community-led – concerns about volunteers with no professional librarians on site.
- Scepticism about whether volunteers in the number needed could be recruited for non-profit making activity.
- In favour of expanding the home library service.
- Against the closure of mobile library service.

A range of issues were expressed by children and young people through the main survey, particularly pre-school children, these included:

- Loss of activities e.g. toddler groups, reading groups
- Travel with small children and pushchairs
- Loss of support networks for parents
- Libraries fostering positive attitude to literacy and current low literacy rates in the city.

18.2   Older people

Overall, older people did not offer statistically different opinions to people aged under 65. However, there were significant differences on a few questions where those under 65 were less positive than those over 65.   This included the question about the proposals overall, the central library proposals and the proposal for independent libraries.   Only on the question on mobile libraries were people over 65 less positive than those under 65.

However, some of the free text comments received offered some insight into factors that might be important for older people. These comments are not statistically significant but highlight some possible areas to note:

- Reliance on local libraries as a source of social contact to relieve isolation.
- Difficulty travelling and carrying books.
- Concerned about cost of transport if bus passes are withdrawn at some stage.
- The closure of the mobile library service was a particular concern.
- Travelling longer distances in bad weather and negotiating the hills.

18.3   Job seekers

Overall job seekers are less positive about the proposals than non- job seekers. The responses clearly show that a significantly greater proportion of Job Seekers use the library for:
- Accessing computers
- Borrowing CDs/DVDs
- Printing and photocopying
- Job searching and /or volunteering opportunities
- Reading books/newspapers in the library

- Education and learning
- Meeting people
- Advice and guidance

Job seekers were significantly more likely than non-job seekers to use Central library or the next nearest library should their usual library close. However, they were not significantly more likely to lose access to library services altogether, nor were they significantly more concerned about travel to another library.

18.4   Disabled people

Disabled people were significantly less positive about all the proposals than non -disabled people. Some comments from free text boxes that might shed some insight into the reasons are listed below. These are not statistically significant but may highlight some causes for concern:

- Value relationship with current librarians which they fear will be lost if they have to attend another library e.g. making adjustments and offering support where required e.g. with accessing appropriate materials – audio books and Braille.
- Concerns about fewer staff being available to support disabled people.
- More difficult to travel to alternative libraries in general and a greater impact on disabled people of this.
- Some alternative libraries reported as being particularly inaccessible for disabled people e.g. Hillsborough, Woodseats, Central and Ecclesall. Parking, distance to walk and toilet facilities were registered as factors in this.
- Upperthorpe was particularly valued for its ease of access.
- The cumulative impact of the proposed cuts in library services and other changes e.g. benefit changes.

18.5   Black and Minority Ethnic (BME) communities

People from BME communities were significantly less positive about the proposals overall than non BME communities. This did vary from question to question though. Some factors identified in the free text boxes and in visits to BME groups which might indicate a difference in reliance or use of libraries are listed below. These are not statistically significant but may offer some insight:

- Confidence in their local area but concerns about using libraries outside of their community e.g. personal safety.
- Expressed concern about loss of language support if their local library closes.
- The libraries they use now have resources in community languages e.g. Urdu and Bengali and concern that alternative libraries may not have these.
- Familiarity with staff and strong relationships with staff are something people value, perhaps because of the support that's been available.
- People who've arrived relatively recently have less awareness of the

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geography of the city and therefore will find it hard to navigate to alternative libraries outside of their communities.

- Some BME people use libraries as a way to engage with people in their local community and are concerned that if their local library closes it will have a more significant impact on BME people.

19.0   LINKS TO STRATEGY AND CORPORATE PRIORITIES

The Fairness Commission, set up by the Council but independently chaired, focuses attention on reducing the big differences in income and life chances between different parts of the city. In line with the Council's commitment to the Fairness Commission, in particular, the principle that those in greatest need should take priority, the co-delivered libraries have been ranked according to the demographic need indicator. This includes levels of deprivation (IMD rank), educational attainment, the population of older people, children and young people under 19, disabled people, and people from minority ethnic backgrounds.

This is also in line with the Council's Corporate Plan 'Standing up for Sheffield', where the library service can help to tackle poverty, increase social justice and support better health and wellbeing. The Council is aware of digital exclusion and the need for people to access benefits online. Free internet access offered by co-delivered community libraries will continue to play an important part in tackling digital exclusion.

The following table outlines how the proposal will meet the needs identified in this report, and how it will contribute to the delivery of the LAI(S) strategy.

Links to Strategy	Links to needs assessment	Features of the Proposal
Library provision that recognises the changing demands and expectation of its users.	- Needs relating to Universal Benefit and digital access. - An estimated 45,980 households in Sheffield do not have a computer at home with internet access.	- Online training courses and other IT classes - Computers and access to internet via People's Network - E - books - Wi-fi - Self service (RFID's, online catalogue) to free up staff time for enquiries, activities and other support.
Library provision which enables the improvement of literacy and skills for people of all ages.	Literacy needs	- Reader development activities e.g. adult literacy schemes, the Six book challenge - Reading groups - Community outreach by Community Development Librarians

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The diverse needs of individuals and groups across the city are recognised.	• Needs of disabled people • Needs of elderly people • Needs of BME communities • Needs of children and young people	• Talking books • Safe spaces • Large print books • Targeted services for 'new arrivers' – e.g. access to the 'Life in Great Britain Citizenship course'. • Books in a broad range of community languages • Children's activities
People of all ages are enabled to explore, discover and learn to realise their potential.	• Literacy needs • Health and wellbeing	• Book and material loan • art clubs and other creative activity • coffee mornings • reading groups • homework zones • classes and educational activities
Communities are developed, improving skills and employment prospects	• A higher number than the national average of 16-18 year olds not in education, employment or training (NEET). • Needs of people who are job seeking	• Job search sessions • Free access to computers and the internet for all via the People's Network. • Community outreach by Community Development Librarians • Fax and photocopying services
Contribute and support towards opportunities to tackle poverty and social inequality	• Low income is an issue for many pensioners • 28% of the city's population living in deprived neighbourhoods. • Cost of travelling to another library could be a barrier to accessing the service. • Free books and internet access is of greater importance when income levels are low.	• Job search sessions • Smart meters for loan • Free access to computers and the internet for all via the People's Network. • Community outreach by Community Development Librarians
Services are cost effective and efficiently managed and demonstrate value and	• Ability to travel considering geography and transport routes.	• Commitment to 11 hub libraries hubs fully staffed and resourced.

quality to the community.	• People who are not in employment – access to work experience	• Running costs and professional support for community co-delivered libraries, following a clear business plan and service level agreement. • Support for up to 10 independent libraries with a £262k support package to help them maintain library services. • Volunteer co-ordinator and training programme to build capacity and ensure compliance with relevant legislation and equalities duties.
Service points are closer to neighbourhoods.	• People who are less able to travel.	• A geographical spread of services across the city. • Community Development Librarians that go out into communities. • Investment in I.T. (WI-FI, twitter, flickr, facebook, blogs, online catalogue reservations and renewals) to extend the reach of library services.
Books and reading are celebrated.	• Literacy needs.	• Book and material loan • Writing groups • Meet the Author sessions • Range of activities for adults and children
Information is easy to source and convenient. - Digital inclusion is supported and there is easier access to online services.	• Digital inclusion needs • Access to information needs.	• Reference and information services in hubs • Newspapers • Free access to computers and the People's Network • Online catalogue
Sheffield's diverse history, locality and culture is celebrated and showcased.	• Promote cultural awareness and social co-hesion.	• Family and local history • Library activities
Children and young people are encouraged to gain the right skills for the future and attain their potential.	• A higher number than the national average of 16-18 year olds not in education, employment or training (NEET).	• Continuing commitment to activities in hub and community run libraries such as: − babytime and storytime

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		- children's books and children's library space - homework zones & after school clubs - educational activities
Groups and individuals are encouraged to use the library space, and space responds to local need.	• Community cohesion • Health and wellbeing	• Community rooms and exhibition space
Different areas of the service are enhanced.	• Needs of elderly people and those who are housebound • Digital inclusion	• Sustained and expanded Home Library Service for people who are unable to travel to a library • Wi-fi access • E-book service
Access to health benefits for library users and visitors	• Social isolation is an issue for many older people • Safe places for people with learning disabilities • Health & wellbeing	• Safe and welcoming spaces • Access to books for self help • Information and exhibition space • Social activity

20.0   SUMMARY OF FINANCIAL INVESTMENTS

The Council will have targeted investments to ensure that the library service is developing in a way that will meet needs into the future, with particular emphasis on social and technological change.

- £50,000 investment in technology to extend on-line services and develop e-lending service and Wi-Fi.
  o E-books delivered on a pilot basis and will be evaluated. In the 2012 consultation 37% of survey respondents (across all age ranges) indicated they would use libraries more if they could borrow downloadable e-books.   The preference amongst younger age groups (16 to 40) is higher.
  o Wi-Fi to be installed in Central library and the 11 hubs.
  o Further research leading to a strategy for I.T. development and investment in the future, including the development of the on-line catalogue.

- In the longer term, the Council wants to move library buildings into new or upgraded facilities. This work includes the upgrading of Central Library
- Independent library sustainability support = £262k per year for up to 3 years
  o Up to £154,300 pot of funding to develop the viability and sustainability of independent libraries (linked to full business plans).

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- Up to £60,000 for independent libraries to access library services, this may include I.T. security (any surplus to be added to the above pot of funding).
- £47,700 Volunteer development and support programme for independent and co-delivered, SCC hubs, and the Home Library Service. Including the development of service links with voluntary, statutory and private sector services. Training for volunteers to ensure compliance with statutory obligations e.g. health and safety, equalities, safeguarding.

21.0 FINANCIAL IMPLICATIONS

Following consultation, should the proposals be approved by the Council, it is estimated that savings achieved as a result of service changes would be in the region of £1.669m in total over the next 2 financial years (2014/15 and 2015/16). The service budget would be reduced from just over £6m per annum to just over £4.3m per annum, a reduction of 15% in each year. The additional support for independent libraries to the value of £262k will be funded from an under spend in the Public Health budget in 2013/14 carried forward to 2014/15. For the following two years 2015/16 and 2016/17, up to £262k per year will be allocated from the Public Health budget.

22.0 LEGAL IMPLICATIONS

1. S7 Libraries and Museums Act 1964 requires that

7 General duty of library authorities.
(1)It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof, . . .
(2)In fulfilling its duty under the preceding subsection, a library authority shall in particular have regard to the desirability—
(a)of securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children; and
(b)of encouraging both adults and children to make full use of the library service, and of providing advice as to its use and of making available such bibliographical and other information as may be required by persons using it; and
(c)of securing, in relation to any matter concerning the functions both of the library authority as such and any other authority whose functions are exercisable within the library area, that there is full co-operation between the persons engaged in carrying out those functions.

2. Cabinet must be satisfied that the needs assessment and priority tool, consultation feedback, EIA and other attached report(s) provide sufficient information to

evidence that the council will satisfy this duty through the proposed new library service.

3. S149 Equality Act 2010 ("The Public Sector Equality Duty" *PSED*) requires that:

    149Public sector equality duty.
     (1)A public authority must, in the exercise of its functions, have due regard to the need to— .
    (a)eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; .
    (b)advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; .
    (c)foster good relations between persons who share a relevant protected characteristic and persons who do not share it. .
    .
    (3)Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to— .
    (a)remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic; .
    (b)take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; .
    (c)encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low. .
    …
    (7)The relevant protected characteristics are— .
    age;
    disability;
    gender reassignment;
    pregnancy and maternity;
    race;
    religion or belief;
    sex;
    sexual orientation.

4. Cabinet must be satisfied that these obligations have been understood and will be met in the delivery of the proposed new library service. The primary tool for achieving this is via the Equality Impact Assessment (EIA) at appendix *. It is also noted that PSED obligations are considered within the attached needs assessment and Cabinet must be satisfied that they are properly taken account of in reaching its decision. If the EIA identifies negative impacts on protected characteristic groups then these should be set out and mitigations described so far as that is possible.

5. There is no statutory obligation to consult with members of the public when considering a change to library services but there is a legitimate expectation of consultation where public services are the subject of this level of change. In reviewing the consultation, Cabinet need to be satisfied as to the following:-

(i)   consultation must take place when the proposal is still at a formative stage;

(ii)   sufficient reasons must be put forward for the proposal to allow for intelligent consideration and response;

(iii)   adequate time must be given for consideration and response; and

(iv)   the product of consultation must be conscientiously taken into account.

23.0   HUMAN RESOURCE IMPLICATIONS

Detailed implementation plans will be developed to address the HR implications of the proposed changes to the Library Service. Due process will be followed including full consultation with trade unions, legal advice if necessary and attempts to mitigate against any redundancies.

Roles will be developed to reflect the requirements of the proposal, in particular:

- Community Development Librarians will offer advice and guidance to co-delivered libraries to help them deliver a quality service, and help to form library support clusters.

- Community Development Librarians will develop and expand reader development activities in the community, building links with statutory and voluntary sector organisations in the community to help them achieve this.

- A Volunteer Coordinator will support independent and co-delivered libraries, hub libraries and the Home Library Service to recruit and co-ordinate volunteers, gain appropriate training and link with other statutory and voluntary sector services, such as public health and UK-online

24.0   REASONS FOR RECOMMENDATIONS

Following extensive public consultation, to implement the review of the Libraries, Archives and Information Service, establishing a new service which will meet the City's aspirations for the future, will be comprehensive and efficient and will develop new partnerships with community organisations and people who use library services.

This new service will take account of the issues raised in the public consultation, the needs assessment and Equality Impact Assessment and will be affordable.

25.0   RECOMMENDATIONS

To agree a new operating model for community libraries. Taking account of the Council's obligation to deliver a comprehensive and efficient library service as

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informed by the needs assessment, consultations undertaken and Equality Impact Assessment. The new operating model will consist of:

- o 11 SCC run hub libraries
- o Up to 5 co-delivered community libraries
- o Retain Tinsley Library as a Council run facility until its rental agreement expires in 2016.
- o Up to 10 independent libraries, with support for up to 3 years
- o New opening times for Central Library
- o Closure of the mobile library service
- o Development of the Home Library Service through a volunteer programme
- o All other existing library, information and archives services will be retained including the Schools Library Service
- o A volunteer programme

5. To agree £262,000 of funding from the Public Health Grant for 2013, carried forward to 2014/15, to support the sustainability and viability of independent libraries and volunteering, in response to issues raised during the consultation around the needs of older and disabled people and the role which libraries play in promoting health and well-being and in accordance with the Public Health Outcomes framework.

6. To agree funding of £262,000 from the Public Health Grant to support independent libraries and volunteering for the period 2015/16 and 2016/17, in response to issues raised during the consultation around the needs of older and disabled people and the role which libraries play in promoting health and well-being and in accordance with the Public Health Outcomes framework.

7. Subject to consultation with the relevant Cabinet Members to ask the Executive Directors for Resources and Communities to explore the potential for a further capital allocation for any major repairs to independent libraries.

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SHEFFIELD CITY COUNCIL

Executive Director
Report

Report of:	**Jan Fitzgerald/Andrew Milroy**

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Report to:	Richard Webb

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Date:	**25th September 2013**

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Subject:	The future of Sheffield's Library Services

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Author of Report:	(Jan Fitzgerald 2734486/Andrew Milroy 2734751)

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Summary: This report to the Executive Director seeks approval for the next stage of the Libraries, Archives and Information Service review.   Research, consultation and an option analysis have been undertaken. The next stage will consist of a 12 week consultation period seeking views on the proposals for the future of library services. This proposal describes the creation of 11 hub libraries and up to 5 co-delivered community libraries. The remainder may become independent libraries with the exception of Tinsley library which will remain open as a Council run facility for the next two years for reasons set out in the report. A change is proposed for the opening hours of Central Library which will retain its 6 day opening. It is proposed that the Mobile service be closed due to a decline in usage, and the Home Library service will be developed reflecting the needs of an ageing population. The results of the consultation will inform a report to Cabinet in the New Year.

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Reasons for Recommendations:

1. To progress the review of the Libraries Archives and Information Service, enabling a new structure to be created and taking into account future requirements for libraries, both social and technological, and affordability of the service.

Recommendations:
1. To go out to consultation for a period of 12 weeks to seek views on the proposal including:
    o Views on 11 hub libraries
    o Views on up to 5 co-delivered community libraries
    o Views on retaining Tinsley Library as a Council run facility for the next two years
    o Views on library closure
    o Views on new opening times for Central Library
    o Views on the closure of the mobile library service

2. To open up a further period of Registrations of Interest for groups and organisations who are interested in helping us to co-deliver a library or deliver a library independently.

3. To report the insights and information arising out of this consultation to Cabinet in the New Year, with a final proposal.
4. To consider whether any further consultation is required as part of the report to cabinet in the New Year.

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Background Papers:

- **Survey 2012 results**
- **Library Review Report (draft)**
- **Outline strategy**

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES   Cleared by: Liz Orme
Legal Implications
YES   Cleared by: Steve Eccleston
Equality of Opportunity Implications
YES   Cleared by: Phil Reid
Tackling Health Inequalities Implications
NO
Human rights Implications
NO:
Environmental and Sustainability implications
YES
Economic impact
YES
Community safety implications
NO
Human resources implications
NO
Property implications

NO
Area(s) affected
All
Relevant Cabinet Portfolio Leader
Cllr Mazher Iqbal
Relevant Scrutiny Committee if decision called in
Economic and Environmental Wellbeing
Is the item a matter which is reserved for approval by the City Council?
NO
Press release
YES

1. **Summary**

The Libraries Archives and Information Service (LAI(s)) Review began with the establishment of an Elected Members Task and Finish Group in July 2011 and will conclude with a report to Cabinet in the New Year 2014. This report to the Executive Director includes a history of the service review, what has been learned, what has changed, and what is now proposed.

The Review was to ensure we have a comprehensive, efficient, modern, and sustainable service:

- A comprehensive service: because we need to provide a range of library services, materials and information for residents of Sheffield, visitors, businesses and community organisations. These services need to be accessed across the city and increasingly on line.

- An efficient service: because we know the number of people using the library service has been declining overall, with a 23% reduction in book issues between 2011/12 to 2012/13.

- A modern service: because we know that people want to access library services in new ways, such as reserving more books online, more community activity and use of technology such as e-books and Wi-Fi amongst younger age groups.

- A sustainable service: because services need to be fit for purpose when we have fewer resources. Since the period of national austerity began there have been a number of cuts to the LAI(s) budget. It is no longer possible to make further budget savings without re-organising and re-designing the service.

The proposal for the future of Sheffield's library service has been made in consideration of our statutory duty under the Public Libraries and Museums Act 1964 to provide a 'comprehensive and efficient' library service.

Sheffield's Libraries Archives and Information service has 28 libraries in total, 13 in district centres including Central Library and 15 in local community settings. This service is supplemented by

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Mobile and Home Library Services.   As well as public libraries, there are a range of other front line services such as Archives and Local Studies, Help Yourself Directory, Schools Library Service, and services to business including patent advice and the World Metal Index.

In 2012/13 the service had 133,337 registered adult users, this included 39,912 people over 65 years of age, and 2491 people who declared (voluntarily) a disability. In addition there were over 60,000 registered children and young people under the age of 18. There were 27,786 people who were registered (voluntarily) as having a minority ethnic background.

This report seeks approval for the next stage of the Libraries, Archives and Information Service review.   Significant research, consultation and option analysis has already been undertaken. The next stage will consist of a 12 week consultation period seeking views on the proposal for the future of the library service. This proposal describes the creation of 11 hub libraries, up to 5 co-delivered libraries (plus Tinsley library as a Council run facility for the next two years), independent libraries, new opening hours for Central Library and the future of the mobile and home library services. The results of the consultation will be presented to Cabinet in the New Year, so that Elected Members can use information from the consultation to help them make their decision.

2. What does this mean for Sheffield people?

The Sheffield City Council Corporate Plan 2011-2014 states that as an organisation we will focus on four priorities:

1. Standing up for Sheffield
2. Supporting and protecting communities
3. Focusing on jobs
4. Business friendly

Libraries are and can continue to be, key community anchors, connecting the City Centre with local communities. Critical to this role is the importance of a sustainable, flexible library provision which is outward facing and inclusive to all. This report seeks approval to launch a public consultation on proposals to change the way services are delivered, and their scale, whilst maintaining a comprehensive and efficient service.

Should the proposals be adopted by the City Council, is it estimated that for approximately 65 per cent of registered library users their local library will remain a Council run resource for at least 31 hours per week with an improved service offer. The introduction of Wi-Fi and e-books will enable people to access and use the library in new ways.

Around 12 per cent of registered library users would experience a new way of delivering the service through co-delivered libraries, which would still provide, as a minimum, the basic offer of providing free book loan, free internet access and a welcoming space for all people.

Up to 23 per cent of registered library users would need to travel further to access a library building. Care has been taken to ensure a fair geographical spread across the City, taking bus routes and frequency into consideration. Alternatively library users may wish to access the e-book service when this is established, or, if eligible, join the Home Library Service.

3. Outcome and sustainability

We want to achieve an up to date Library, Archives and Information Service which is comprehensive and affordable. The scale of the reduction to the Council's budget means that basic efficiency savings alone will not be enough to cover the loss in funding. The consultation seeks views on proposals which are aimed at delivering a comprehensive and efficient service whilst recognising the reduction in resources that will be available. The proposals seek to balance

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resources available to provide directly delivered services whilst also supporting a number of community organisations who are able and willing to develop a viable business plan to run their local library themselves, with some Council support, so harnessing community resources.

We have looked at library services afresh, and looked at how we can operate in new and different ways. This has involved researching new ways of working, visiting other local authority library services, city wide consultation in the summer 2012, and exploring the possibilities further by inviting registrations of interest.

We hope, by adopting a mixed delivery model, the impact of the cuts to the Council's budget will be minimised as much as reasonably practicable. Under this model we have the opportunity to develop creative and innovative ways of working together with Sheffield people and local groups and organisations. By supplying central services such as book and material stock and circulation, I.T. access and maintenance, we aim to ensure the quality and sustainability of libraries run by our community partners.

We will increase sustainability by supporting the groups who have registered an interest in developing their business plan to run any of the local libraries at risk of closure. Although priority will be given to libraries that rank highest on demographic needs (reflecting the findings of the Fairness Commission) all business plans must pass a quality threshold.

The needs analysis identified a number of libraries that, compared with other Sheffield libraries, have a comparatively low usage and have fewer people in the catchment area who need a library service. Some of these libraries are less essential because there is another library within walking distance or short bus ride, and it is more efficient to have a better geographical spread. Although it it's unfortunate to have to close any library, in the interest of operating an efficient service, it is proposed that 10 libraries should close, with a further 5 at risk of closure if groups do not come forward to take them over. (An Equality Impact Assessment has been undertaken on this proposal and the results can be found in Appendix C). This recommendation is subject to further consultation with the communities affected.

We will give consideration to any proposal to run a vulnerable (to closure) library on an independent basis. Although we may provide the current book and material stock and furnishings, there would be no other financial or staff support from Sheffield Council. Terms for occupying the building would be negotiated with the Councils Property and Facilities Management service.

4. Drivers for change

There are compelling recent developments forcing and influencing change in the delivery of library services. The review has sought to understand these change drivers and how the service can adapt.

4.1 Customer driven change

Increasingly 'book issue' is not a good indicator of the value of the service. There is an increasing use of libraries by non-members primarily to access the People's Network. The way people choose to access information is changing as technology is developing. Access to information and services 24/7 is an increasing expectation. Finding information almost instantly via the internet is increasingly preferred to drawing information from reference books and materials. Having physical access to books is still highly desired, particularly for young children and older people. Our city wide consultation from summer 2012 enhanced our understanding of customer needs and the results can be found in Appendix A.

The Survey in 2012 showed that many people (who responded to final comments question), said that activities should concentrate on activities for children and young people, supporting homework

and encouraging reading and educational attainment. Slightly less people (10%) said they wanted more activities for adults including community events and self improvement classes.

There were 1,924,742 book and other media issues (-23% on the previous year), 366,609 Peoples Network sessions (+22% on previous year), and 2,179,879 visits to libraries (-10% on previous year).
Even though we have increased the ease with which people can borrow books (for instance self issue and reservation on line) the number of book issues continues to fall.

4.2 Technology driven change

We are now in a digital age where the options for accessing information are expanding. The quality and reliability of this information can vary greatly and the role of a Librarian can ensure people have access to the most valid and appropriate information.

There is a growing demand for new and improved technology such as e-books, wi-fi access and improved online catalogue facilities. Local authorities that have introduced e-books for loan have seen a surge in membership as a result.   Despite the increase in home computers, the demand for access to the People's Network has increased 22% over the past year. This growth is impeded by low numbers of computer terminals in Sheffield compared with other core cities.

4.3 Deficit-reduction driven change

The savings in expenditure required in recent years have been met by reductions in front line staffing, opening hours and the deletion of back room development resources.   The budget reduction target from 2014/15 at £1.669 million means that sufficient savings cannot simply be made by continuing to cut back services.

We want to have a comprehensive, efficient, modern service which is fit for purpose and delivers our statutory obligations. Given the resources available, this can only be achieved by re-structuring the service.

5.   Review of the Library, Archives and Information Service

The Review of Libraries Archives and Information Service began with the establishment of an Elected Members Task and Finish Group in July 2011 and will conclude with a report to Cabinet in the New Year 2014. This section describes the history of this Review, what has been learned and what has changed.

5.1 Elected Members Task and Finish Group

The Elected Members Task and Finish group set off the Review in 2011/12 with a remit of analysing all services looking at best practice elsewhere and how we could make the service more efficient, modern and community based.

The principles set by the group were:
-    All services will be the subject of a consultation.
-    A city wide LAI(S) service where some communities may need more/different support to achieve city standards of service.
-    We will not seek to close any libraries
-    We will increase the use of volunteering to enhance our service provision, but not to replace paid staff.
-    The service will be more self supporting, by increasing income.

Priorities for review:

- Review the library service organisation and culture.
- Seek to increase flexibility across the service, to support modern service delivery.
- Make the best use of changing technology and resources and seek investment.
- Consider the benefits and risks of working more closely in partnership with local communities.
- Consider how income could be further increased.
- Consider how services to business can be further developed.

5.2 A vision for the library service

In the early stages of the LAI(S) review a vision was drafted and agreed by Elected Members. This vision describes what we want from the city's library service, how this can be achieved, and some key objectives. The vision can be found in Appendix D. Although budget reductions were anticipated because of national austerity measures, the level of reduction was greater than anticipated. This means the vision will be harder to achieve, but remains the focus for the development of the service into the future. In assessing the potential models of operation, the ability of each model to deliver the vision has been taken into consideration.

The vision document describes a sustainable and deliverable service which includes the following features:

- *Promote reading and a wide range of resources*
- *Create welcoming library spaces*
- *Celebrate Sheffield's successful centres and rich local history*
- *Tackle poverty and social inequality*
- *Promote lifelong learning*
- *Deliver sustainable services with a focus on 'need'*
- *Utilising social capital*
- *Promoting better health and wellbeing*

5.3 Needs analysis

The aim of the needs analysis (attached at Appendix C) is to provide insight into and evidence of the need for library services in the city. In addition, from the consultation undertaken in 2012 we can ascertain that people need libraries for the following key reasons (not exclusive):

- Free access to books and other materials, particularly for people who are frequent and heavy readers, and people on low and restricted incomes.
- Social spaces – for book groups, coffee mornings, children's activities, general relaxing space to meet. Particularly important for isolated older people. Children's activities not only provide development and socialisation opportunities for children, but also provide support to parents and guardians by enabling them to make new friendships and share the challenges of parenting.
- Access to knowledge, particularly for young people, especially where there is access to school and college curriculum information, and quiet space to study.
- Access to free computers and internet. It is estimated that 45,980 households in Sheffield do not have a computer at home with internet access. Many services are now only available online, such as Universal Credit; therefore free access to the internet is essential for many people.
- Access to reliable information, research and reference material including local history for leisure and educational purposes

The needs analysis falls into two categories. The first is the assessment of demographic needs of older people, children and young people, people who have a disability and people from minority ethnic backgrounds.

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The needs of these groups in particular have been identified because:

- Older people (over 65): Increasingly there are more people aged over 65 in the population. Social isolation is an issue for many older people, particularly those who have lost a partner (by 2025 it is estimated that there will be a 23% increase in people aged over 75 living alone). Low income is an issue for many pensioners, and 28% of people aged over 60, living in Sheffield households, claiming benefits relating to low income.

- Children and young people: reading for young children helps them view books as a fun activity, not a chore. Numerous studies have shown that students who are exposed to reading from a young age are more likely to do well in all facets of formal education. Sheffield still has a higher number than the national average of 16-18 year olds not in education, employment or training (NEET).

- People who have a disability: 2% of adult registered users have declared (voluntarily) a disability. Libraries provide a safe and welcoming space.   The location of library services is more acute for this group of people, who may be less able to travel to other libraries.

- People from minority ethnic backgrounds: Unlike the general population (from a white British background), many people from black and minority ethnic communities live in households concentrated in specific areas of the city. This means the location of a library service could have a bigger impact on this group.

- All people facing deprivation.   There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population. The location of library services is acute for this group of people, as the cost of travelling to another library could be a barrier to accessing the service. The availability of free books and internet access is of greater importance when income levels are low.

- All people with literacy needs. Access to books, knowledge and learning in a safe and welcoming environment, can help people with low literacy needs improve their skills.

The second category of analysis is library usage. This looks at the number of registered users, the number of books and materials issued, the number of People's Network sessions and the number of library visits. This demonstrates how well used each library is.

5.4 Researching good practice.

A Libraries Review team consisting of Elected Members, theme group members, and library staff, visited 6 different local authorities to see how they had implemented new ways of working. The local authorities visited were: Manchester, Newcastle, Peterborough, Leeds, Wakefield and Doncaster. We also looked at the strategy and practice of others via the internet, e.g. Liverpool, Edinburgh and Barnsley.

Research highlighted the different ways we can run and develop library services. Options identified including the development of e-lending, expansion of online and digital services, working together in partnership and co-location, working with volunteers in new ways, developing the library offer with links to commercial services and partners (such as cafes and booksellers), increasing income earning opportunities such as charging for the People's Network.

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5.5 Theme groups

The LAI(S) Review was divided into 5 theme groups in order to explore and identify the issues and opportunities, and build on the research. Council officers from different council departments were invited to attend relevant theme groups alongside the Libraries Review team and library service management.

The theme groups were:

- Communication planning - Remit (in brief):-
  - Develop a communications strategy and consultation plan.
  - Deliver statutory consultation. Explore creative ways to engage users and non users.
  - Analysis of questionnaires/consultation data

- Resources – Remit (in brief):-
  - Identify options for an increase (or decrease) in fees and charges
  - Identify options for sponsorship, marketing and branding and complementary commercial use (i.e. renting/sub letting space).
  - Identify options for income from partnership activity, grants and fundraising
  - Identify options for income generation from library resources – archives, grounds, transport, I.T.,

- Future development and delivery – Remit (in brief):-
  - Consider principles against which to consider options – Library vision, corporate plan i.e., tackling poverty and social injustice and the promotion of social regeneration.
  - Analyse alternate/new models of delivery, including volunteering, partnership working, digital options, and complementary franchises.

- Buildings and assets – Remit (in brief):-
  - Link to Asset Review/Community Investment Plan/Face to Face
  - Identify how efficient and flexible the current library buildings are and make recommendations for improvement.
  - Develop proposals for buildings which are not fit for purpose
.

5.6 Consultation 2012

A key element of the review was a city wide consultation which took place between 14th August and 8th October 2012. A consultation survey was developed with support and feedback from the consultation theme group, communications team, senior Council officers, and Elected Members of the task and finish group. The consultation invited both library users and non-library users to take part in the survey in order to get a variety of views and opinions on the Review. The survey could be completed online via Sheffield City Council Website, or paper copies could be obtained from libraries or First Point centres. Paper copies could be returned to any library or returned in a freepost envelope. Arrangements were made for a language translation telephone service to be available if required. A total of 6,037 people completed the consultation survey with 4,126 of these being done online.

Throughout the survey, there were free text boxes which invited comments and ideas, and over 15,000 comments were made. The survey was structured in 3 sections, 'Using the library services', 'Making our library services more efficient', and 'Ideas for the future'.

See report on the survey results Appendix A.

5.7 Consultation 2012 groups

It was anticipated that the needs of some specific groups would be diluted by the generic nature of the wider survey.   Therefore a number of consultation sessions were arranged with specific groups to gain a wider understanding of their specific needs in relation to library services. There were 7 sessions held with groups of young people, older people, people with disabilities, and refugees and asylum seekers.

5.8 Registrations of interest

After the surveys were analysed, we were aware that a number of groups and individuals had offered to support the running of library services.   It was then decided to issue a prospectus inviting further ideas and suggestions and offers of support, ensuring all the possibilities had been explored.   This activity was open for 8 weeks from 11th February until 8th April 2013. We received 27 registrations of interest that included 18 from not for profit groups or organisations, 6 from individual people, 1 from a Parish Council, and 2 from private sector organisations. This exercise was successful in helping us to gauge the level of interest, and help formulate different models of operation. The registrations of interest are not part of any formal tendering processes and we have not engaged in any negotiations with any group or organisation to take over library services.

See summary of registrations of interest Appendix B.

5.9 Adaptation to new circumstances

Over the period of the Review it became increasingly clear that the scale of savings required to help the Council meet its overall budget deficit targets would be greater than originally envisaged. The Government identified a period of austerity which was to last for a number of years but this was subsequently extended beyond the current parliamentary period and into the next.

Elected Members were aware that budget savings in library services made over the past years had been more pragmatic than strategic. Although previous budget savings had enabled the service to maintain the number of libraries and opening hours, this approach was untenable in the long term, given the diminishing financial resources that would be available to Local Authorities.

In the face of a very different financial landscape for local authorities Elected Members have sought to use what we have learned through the Review to direct resources to priority areas and into more efficient ways of running services.

The need to deliver a comprehensive and efficient service was considered in the light of priorities set by the needs analysis, and seeking to develop a community focused, rather than a building focused service.   Elected Members felt that the potential to use more flexible peripatetic staff to outreach into communities and link closely with volunteer run libraries was a positive way to better connect with communities to make the best use of library buildings as community hubs.

An original desire not to replace staff with volunteers has been overridden by the desire to maintain libraries that would otherwise close

6.   Key learning points from the Review

A report on the Library Review brought together the research and learning that has taken place. There were some recommendations in the report, but it sought to guide the development of proposals for the future of the library service.

The key learning points from the Review were:

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- Opportunities for partnership working are strong, but need to take into consideration the challenges of joint working, such as sharing resources, and operational compatibility.
- Volunteers can make a significant contribution to the running of libraries, it is important to ensure the role is clear and people are supported. Consideration needs to be given to the impact on staff.
- There are opportunities and challenges to meet the future demand for technology based services such as e-books, PCs and improved online catalogue which requires investment. Consultation showed that people in age groups up to 40 are more positive about the use of technology than older age groups.
- Consultation showed a strong willingness to pay for some library services such as the People's Network (after an initial free period), events and activities, reserving books and pay more for things such as DVDs and photocopying.
- Learning from other cities shows the importance of service location, understanding the needs of our users and understanding how volunteers can be successfully involved and engaged in the services.

7. An outline strategy

An outline strategy has been developed which is strongly influenced by the Vision for the library service and considers the learning gained from the Review. The detail of the strategy is to be completed when the proposal for the future of Sheffield's library service is agreed, taking into consideration the next stage consultation.   The outline strategy can be found in Appendix F.

See section 10 to see how the proposal relates to the desired outcomes of the strategy.

8. Potential Operating Models

Research, consultation and registrations of interest helped to formulate a range of operating models which could be used to deliver the library service. Each of these models has been considered.   The analysis of each model can be found in Appendix E.

8.1 Summary of the models considered

The future operating models which were considered are, in summary:

- Model 1. SCC run library services: under the existing operating model, ensuring a comprehensive service in line with affordability.

- Model 2/3. Mixed delivery model: SCC run some libraries and also partner with organisations that will run some libraries (with volunteers). Volunteer recruitment and training is a joint effort between SCC and its partners. Central support (book and material stock, circulation and online access) and full building running costs paid for each library, community run as well as SCC.   Model 3 is a small variation to model 2 where SCC delivers a volunteer recruitment and training programme via a contract with an external organisation.

- Model 4. SCC runs library services as in model 1. Allow community groups, if they request, and subject to an acceptable business plan, to run community libraries which might otherwise close. No running costs, staff or ongoing support would be provided.

- Models 5 to 8. All outsourcing models where a procurement exercise would take place for external organisations to bid to run the whole service or part of the service. This would be open to not for profit groups and organisations as well as Charitable Trusts and private sector organisations.   Under procurement rules Council contracts must be

put out to tender (if the total value of the contract is above £25,000). The Council cannot restrict tender applications to a specific type of organisation.

Hub models have been developed but were not considered to be stand alone models and could be incorporated into models described above. It is already Council policy to co-locate 'first point customer services where appropriate.

A technology based model had been devised but not considered as it was agreed that improved use of technology should be a goal of each model.

8.2 Assessing the models

A method of assessment was devised which would enable each of the models to be scored. This assessment looked at:

- Quality of service: Based on staffing levels and the level of training and support for volunteers. The assessment also looked at sustainability
- Sustainability: Based on income levels and resources, and capacity to adapt.
- Impact: The number of libraries the model may be able to sustain.
- Equality Impact: The impact positive or negative of different models on protected groups and other groups. E.g. the impact of closure, the impact of new technology, the impact of fewer paid staff etc.
- Risk level – Operational: Based on the capacity to deliver and timescale
- Risk level – Other: Based on legal implications and costs to the Council.

Each of the criteria above was scored from a scale of 0 to 3 (0 being low, and 3 high). Therefore the higher scores reflect greater quality and sustainability, a more positive impact and lower risk level.

A facilitated session held to discuss the pros and cons of each model and for those present (Elected Members and officers) to independently score each model. The results of this scoring are:

Model	Average score
1 – Existing Council run	7.6
2/3 Mixed delivery model	9.9
4 Council run, but with community groups taking on those at risk of closure	5.8
5 outsourced model	9.4
6 outsourced model	6.3
7 – outsourced model	8.8
8 – outsourced model	6.1

The top scoring model at 9.9 was the mixed delivery model, featuring SCC delivery for some libraries and other libraries run by volunteers with SCC support. The next highest score at 9.5 was an outsource model for the whole service to be transferred to a Charitable Trust or similar organisation. In third place was model 7 again an outsourced model run by a consortium of voluntary organisations that would run libraries in clusters to provide capacity of scale. For more information on these models see Appendix E.

The mixed delivery model was favoured because a level of quality could be guaranteed through running SCC operated libraries. The support package to volunteer run libraries would also help to maintain the quality. This model could also provide added value from its links with partners (both voluntary and statutory) to enhance links with the community and provide additional services.   This

model was considered to retain more libraries than other models helping to fulfil the requirement for a comprehensive service.

8.3 Financial Assessment

An initial financial assessment was undertaken to identify if the models were financially viable. This assessment was concentrated on the top scoring models, plus the existing model. At this stage there were lots of financial assumptions such as the total budget available for community libraries and savings which can be made from other parts of the library service. Each model was financially assessed using the same set of predictive data to compare across models.

8.4 Refining the model

The top scoring model 'mixed delivery model', was presented to the Council's Executive Management Team (EMT) and an Advisory group of officers to ensure the model was as robust and deliverable as possible. Subsequent refinements are described in the proposal below.

9. Proposal for implementing a mixed delivery model.

We will create a comprehensive, modern, affordable and efficient library, archives and information service for Sheffield: Sheffield's libraries will be *in person and on-line.*

We want to keep as many libraries in the City open, whether directly through the City Council or in partnership with other organisations, that when austerity is over, we have the option to invest again. On this basis, we are asking the City:

- *Can we run the library service together with you?*
- *Can we run a bigger service than the Council alone can afford by making the Council's money go further through partnerships with other organisations?*

The table below sets out the proposed model:

Central Library and Archives	Central Library and city-wide services, including the Archives, services for business, Help Yourself and the World Metal Index
Hub Libraries	Up to 11 main libraries, located in communities across the city – funded and staffed directly by the Council and supplemented by volunteers (plus Tinsley due to lease running until 2016) Home Library service
Community Library Services	Up to 5 volunteer-led libraries, part funded by the Council Community library staff, working with volunteers and out in communities
Independent Libraries	Any remaining volunteer-led libraries that would be run without Council funding Mobile Library Service – if a volunteer-run option is forthcoming

9.1 **Eleven hub libraries**

Consultation and research has highlighted the desire and benefit of libraries running as community hubs, where local people can access a range of council services, advice and community activity from one place. Hub libraries will be easily accessible by public transport and conveniently located amongst other services and shops. We will liaise with other council services and voluntary sector partners to ensure the 'hub' mix of services provided reflects the needs of local people as much as possible. Library space is regarded as a safe and welcoming environment and this will be maintained.

Eleven hub libraries have been identified by the needs analysis (see section 5.3) as the most important libraries to fulfill the Council's statutory duty (and beyond). This analysis has taken into consideration library usage and performance (best performing libraries) the needs of people in the library catchment area (the libraries with greatest need) and geographical (travelling) distances between libraries (providing geographical coverage across the city). Everyone will have a hub library within reasonable access to them via a frequent public transport service (approx 30 minutes journey time)

The library service in the 11 hubs will operate with an increased offer (i.e. the development of Wi-Fi and e-book service). The hubs will run for a minimum of 31 hours per week, and we will encourage volunteers to supplement existing services. As well as providing a service for everyone, we will provide specific programmes for different age groups and communities. See Appendix G for details of the new service offer.

The 11 proposed hub libraries are:

- Chapeltown
- Crystal Peaks
- Darnall
- Ecclesall
- Firth Park
- Highfield
- Hillsborough
- Manor
- Parson Cross
- Stocksbridge
- Woodseats

9.2 **Up to 5 community (co-delivered) libraries**

In addition to the 11 hub libraries, we will also fund running costs and support (but not staff) for up to 5 community libraries.

As an exception we will continue to fund and staff Tinsley library for 21 hours per week and provide a staff member until the rental agreement expires in 2016, rather than waste resources paying for an empty building.

We will seek a city wide approach to connect the hubs with community libraries under a joint strategy, and will seek to introduce groups seeking to run community libraries to private sector partners who may be able to support them in a variety of ways.

In February 2013 we invited individuals, groups and organisations to register an interest in supporting community libraries. This exercise enabled us to better understand how we can work

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together with partners. Research has also highlighted the added value partners can bring to a service, such as fundraising and gaining access to funding, enhancing community engagement, providing volunteers and helping to tailor services and resources more closely to community need.

We are aware from the survey in 2012, 59% of respondents were in favour of exploring partnerships (rather than library closure).

Co-delivery is the best way for keeping more libraries open. Our research, which looked at the experience of other local authorities, suggests it is not sustainable for community groups and organisations to take over the running of redundant libraries without any ongoing support and commitment from the Council.   We feel it is essential that for any library to be sustainable it needs to be supported. We can therefore offer the following package of support:

- Building running costs: heat, light, cleaning, waste disposal, (rent if applicable).
- Book and material stock, and circulation.
- Radio Frequency Identification Devices (self service machines)
- Computers and free access to the Peoples Network (internet access)
- Computer maintenance (to be confirmed)
- On-line catalogue
- Access to activities and initiatives run by the Young People's Library Service.
- Community librarians will focus on improving literacy in the community and will support volunteer-run community libraries

There has been considerable deliberation. The greatest cost for community libraries, far outweighing running costs, is the cost of staff. Although we can afford to provide the above support package, we need community groups and organisations to come forward to run the libraries with volunteers in order to keep the libraries open.   We will however, provide a small peripatetic staff support team which will cover all co-delivered libraries. Each co-delivered library will be supported according to need. Pro-rata this support is likely to equal 1 member of paid professional support and guidance for 15 hours per week. The Council will also be committed to working with these libraries to provide a training and support programme for volunteers.

It should be noted that the support package for co-delivered libraries will not include management fees, but income from room hire for example, may be retained subject to conditions. It should also be noted that complementary commercial activity (provided directly or indirectly) may be acceptable and will be subject to approval. The asset transfer of library buildings is not envisaged, but this has not been ruled out. Council funding and resources will only be committed to applications which meet quality & other criteria. Further details of eligible activity and quality standards will be outlined in the application and guidance pack.

Supporting the recommendations of the Fairness Commission, the criteria for the location of the co-delivered libraries are the demographic needs of the community. This includes levels of deprivation (IMD rank), educational attainment, the population of older people, children and young people under 19, disabled people, and people from minority ethnic backgrounds (Appendix C). This is also in line with the Council's Corporate Plan 'Standing up for Sheffield', where the library service can help to tackle poverty, increase social justice and support better health and wellbeing. We are aware of digital exclusion and the need for people to access benefits online. Free internet access offered by co-delivered community libraries will continue to play an important part in tackling digital exclusion.

During the consultation phase we will re-open Registrations of Interest for any group or organisation (who has not previously registered) who are interested in working with us to deliver a local library service or run a library or mobile service independently. It should be noted that as the proposals have not yet been considered by the Council and consideration must be given to the consultation results, any preparatory work undertaken by groups or organisations in developing a

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business plan (following information and guidance provided by SCC) must be done so at their own cost and their own risk.

We will fund community co-delivered libraries for a pilot period which will last for two years, during which we will seek to develop the range of skills and experience within groups to run library services. Support will be given by Council library staff to help groups set up and sustain their library. Progress will guide future proposals for the community library service.

Libraries eligible to be delivered as a community co-delivered library are:

Newfield Green
Burngreave
Southey
Woodhouse
Park
Broomhill
Upperthorpe
Tinsley
Greenhill
Jordanthorpe
Ecclesfield
Stannington
Frecheville
Gleadless
Totley
Walkley

The list order represents the libraries ranking in relation to demographic needs (see Appendix C). Newfield Green being highest and Walkley lowest.

*Supplementary note. This data was updated on 19th September 2013 following identification of an error. The BME population data used, although correct, had been ranked incorrectly.

9.3 **Independent libraries**

The libraries above which do not become hubs or co-delivered community libraries are likely to be closed though the final recommendations will be informed by the proposed consultation. There is a further option for these libraries to become independent libraries without Council support or funding (regarded as a closure in relation to our comprehensive and efficient duty). Our research of independent libraries run by other local authorities suggests this is not a long term sustainable option. However, we believe in the creativity of Sheffield people, and we will not rule out any viable proposal for running libraries on an independent basis. Any requests to purchase library buildings will be subject to Council procedures and open and transparent processes.

All 15 local libraries which have not been selected as a hub library are vulnerable to closure and eligible to become an independent library.

9.4 **Volunteering**

In the consultation undertaken in 2012, 73% were in favour of volunteering to enhance the service. Many respondents indicated their approval as long as we are not replacing paid staff.

We will develop a volunteer strategy in line with corporate processes. This will include:

- Links to City Wide Strategy and the Fairness commission
- Working with volunteers to enhance and extend the Council run library services.
- Working alongside community groups and organisations in supporting and encouraging volunteering in community run libraries.
- We will encourage our schools and universities to support community libraries through volunteering and vocational placement schemes

9.5 Future of the Mobile Library Service

There are currently two mobile Library units (but generally only 1 is used at a time). The cost of the Mobile service per transaction is very high compared to other libraries – it costs 3 times as much to issue a book through the Mobile Service (£3.99 per issue versus £1.30 per issue from a static library. In addition, the Mobile service doesn't offer community space, internet access or other activities. The usage is low and declining. Therefore it is proposed to close the Mobile library service, subject to consultation.

We will seek interest from organisations who may want to run the Mobile Library Service on an independent basis.

9.6 Home library service developed

The Home Library Service offers an important service for people who are unable to visit a library and do not have any help to do so. The Home Library Service will be available for people who need help to live independently.

This service will also be offered to current users of the mobile service who cannot access their local library

The ageing population of Sheffield is likely to increase demand for this service therefore it is an important service to retain and support. We aim to develop and expand this service through a volunteer scheme in addition to paid staff.

As this service is delivering to vulnerable people in their own home, we will ensure safeguarding procedures are in place as well as training, support and supervision. Where volunteers are used, this will be with the approval of the service user. Consultation in 2012 highlighted that Home Library service users were concerned about a series of 'strangers' delivering this service. Therefore, where-ever possible, we will aim to provide continuity of staff and/or volunteer.

9.7 Central Library

Under the proposals, Central Library would continue to be open 6 days a week (albeit with a reduction of 1 evening and 1 afternoon) offering a range of lending opportunities for all ages, local studies, library theatre, art gallery and because of its position in the city centre residents can access a range of other services. The current building is not fit for purpose and proposals are being developed to offer more modern and flexible space, where culture/art and library uses can better share space and offer an accessible, attractive and welcoming space for residents and visitors to enjoy..

9.8 **SINTO and World Metal Index**

SINTO is a partnership of library and information services in the Yorkshire and North Derbyshire region. With the goal of improving services to users through cooperation, training and planning. A decision was taken in the last financial year to discontinue this service by the founding partners and largest financial contributors, namely SAI(S), The University of Sheffield, and Sheffield Hallam University.

The World Metal Index has been developing its presence as a world wide database and this project is reaching its development potential. .

9.9 **Transfer of Archives and Local Studies**

We will look for a partner with whom to develop Archives services. This will be essential in continuing to meet the statutory duty to provide and maintain Archives. At present we cannot develop the service to its full potential without further investment. The potential of this service can be reached by utilizing economies of scale and developing income earning capacity with partners who have relevant and successful experience. Consultation on this proposal is not recommended at the current time as the opportunities are still being explored. This is likely to be a medium to longer term goal.

9.10 **Organisation structure**

We will develop a new organisation structure to deliver this proposal and the LAI(S) strategy. Key characteristics will be flexible and well trained staff, with a customer focus and key skills in community engagement and developing literacy. The management tiers will be streamlined with appropriate levels of responsibility.

9.11 **Investments**

We will have targeted investments to ensure that the library service is developing in a way that will meet needs into the future, with particular emphasis on social and technological change.

Financial investments:

- We will invest in technology to extend on-line services and develop e-lending

- In the longer term, we want to move our library buildings into new or upgraded facilities. This work includes the upgrading of Central Library

  - £30,000 to introduce an e-book service and Wi-Fi.

    - E-books delivered on a pilot basis and will be evaluated. 37% of survey respondents (across all age ranges) indicated they would use libraries more if they could borrow downloadable e-books. The preference amongst younger age groups (16 to 40) is higher.
    - Wi-Fi to be installed in Central library and the 11 hubs.

Non-financial investments:

- Development of a volunteer programme using existing resources and working in partnership with voluntary and community organisations. This will involve job-redesign

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as part of the organisational structure changes. A proportionate amount of the training budget will be re-deployed to supporting community run libraries. This will involve the training of both paid staff and volunteers.
- Development of a volunteering scheme for the Home Library Service.
- Further research leading to a strategy for I.T. development and investment in the future, including the development of the on-line catalogue.

10. Analysis of the Proposal.

The following table outlines how the proposal will meet the needs identified in this report, and how it will contribute to the delivery of the LAI(S) strategy.

Links to Strategy	Links to needs analysis	Features of the Proposal
Services are cost effective and efficiently managed and demonstrate value and quality to the community.	• Ability to travel considering geography and transport routes. • People who are not in employment – access to work experience	• Commitment to 11 hub libraries hubs fully staffed and resourced. • Running costs and professional support for volunteer run libraries, following a clear business plan and service level agreement. • Volunteer training programme to ensure compliance with relevant legislation and equalities duties.
Library provision that recognises the changing demands and expectation of its users.	• Needs relating to Universal Benefit and digital access. • 45,980 households in Sheffield do not have a computer at home with internet access.	• Online training courses and other IT classes • Computers and access to internet via People's Network • E - books • Wi-fi • Self service (RFID's, online catalogue) to free up staff time for enquiries, activities and other support.
Contribute and support towards opportunities to tackle poverty and social inequality	• Low income is an issue for many pensioners • 28% of the city's population living in deprived neighbourhoods. • Cost of travelling to another library could be a barrier to accessing the service. • Free books and internet access is of greater importance when income levels are low.	• Job search sessions • Smart meters for loan • Free access to computers and the internet for all via the People's Network. • Community outreach by Community Development Librarians

Library provision which enables the improvement of literacy and skills for people of all ages.	• Literacy needs	• Reader development activities e.g. adult literacy schemes, the Six book challenge • Reading groups • Community outreach by Community Development Librarians
Service points are closer to neighbourhoods.	• People who are less able to travel.	• A geographical spread of services across the city. • Use of peripatetic staff to go out into communities and not tied to buildings. • Investment in I.T. (WI-FI, twitter, flickr, facebook, blogs, online catalogue reservations and renewals) to extend the reach of library services.
Books and reading are celebrated.	• Literacy needs.	• Book and material loan • Writing groups • Meet the Author sessions • Range of activities for adults and children
Information is easy to source and convenient. - Digital inclusion is supported and there is easier access to online services.	• Digital inclusion needs • Access to information needs.	• Reference and information services in hubs • Newspapers • Free access to computers and the People's Network • Online catalogue
Sheffield's diverse history, locality and culture is celebrated and showcased.	• Promote cultural awareness and social co-hesion.	• Family and local history • Library activities
The diverse needs of individuals and groups across the city are recognised.	• Needs of people with disabilities • Needs of elderly people • Needs of BME communities • Needs of children and young people	• Talking books • Safe spaces • Large print books • Targeted services for 'new arrivers' – e.g. access to the 'Life in Great Britain Citizenship course'. • Books in a broad range of community languages • Children's activities
People of all ages are enabled to explore, discover and learn to realise their potential.	• Literacy needs • Health and wellbeing	• Book and material loan • art clubs and other creative activity • coffee mornings • reading groups • homework zones • classes and educational activities

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Children and young people are encouraged to gain the right skills for the future and attain their potential.	• A higher number than the national average of 16-18 year olds not in education, employment or training (NEET).	• Continuing commitment to activities in hub and community run libraries such as: – babytime and storytime – children's books and children's library space – homework zones & after school clubs – educational activities
Communities are developed, improving skills and employment prospects	• A higher number than the national average of 16-18 year olds not in education, employment or training (NEET). • Needs of people who are job seeking	• Job search sessions • Free access to computers and the internet for all via the People's Network. • Community outreach by Community Development Librarians • Fax and photocopying services
Groups and individuals are encouraged to use the library space, and space responds to local need.	• Community cohesion • Health and wellbeing	• Community rooms and exhibition space
Different areas of the service are enhanced.	• Needs of elderly people and those who are housebound • Digital inclusion	• Sustained and expanded Home Library Service for people who are unable to travel to a library • Wi-fi access • E-book service
Access to health benefits for library users and visitors	• Social isolation is an issue for many older people • Safe places for people with learning disabilities • Health & wellbeing	• Safe and welcoming spaces • Access to books for self help • Information and exhibition space • Social activity

11. Alternative options considered

The main alternative to the Mixed Delivery Model proposal was to deliver a Sheffield City Council only model (see Model 1 see 8.1). The benefit of model 1 is:

- We know what works (experienced library staff)
- Easiest and quickest model to deliver

The weakness in this model over the preferred model is:

- Overall, this will deliver fewer community libraries (which will limit our ability to grow again in the future).
- Cannot take advantage of investment available to non-profit organisations
- Limits the opportunity to work more with volunteers

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The other key alternatives revolved around variations of the Mixed Delivery model, i.e. should we have 7 hubs, 9 hubs, 10 hubs. The proposal for 11 hubs was considered the best in terms of overall geographical coverage, whilst enabling sufficient finance to support co-delivered libraries.

12. Consultation

12.1 Consultation timescale

- Forward Plan, report to the Executive Director published on Council Website 17th September.

- Decision by Executive Director 25th September (subject to scrutiny)

- Consultation to run for 12 weeks from early October until the beginning of January 2014 (exact dates to be confirmed).

- Analysis by mid-January leading to Cabinet report on final proposals in February 2014.

- Any further and final consultation which is considered to be necessary will be completed before the Council sets its budget in early March 2014

- We have not yet closed any libraries and, ahead of April 2014, there will not be any closures or major changes to, libraries

12.2 Consultation activity

- We will organise specific consultation meetings and drop-in surgeries rather than large scale public consultation meetings. The Cabinet Member will attend, if possible, all appropriate requests to attend meetings arranged by others.

- Targeted consultation will take place in line with Equality Impact Assessment requirements

- On-line Survey

- Paper-based Survey, available in all libraries and library vehicles.

- Focus Groups

- Drop-in sessions at First Points locations proposed

- Targeted conversations with Voluntary Sector encouraging further development of Registrations of Interest

13. Financial implications

The cost of the consultation is estimated at around £6000, and this cost is provided for in the current library services budget 2013/14.

Following consultation, should the proposals be approved by the Council, it is estimated that savings achieved as a result of service changes would be in the region of £1.669m in total over the next 2 financial years (2014/15 and 2015/16). The service budget would be reduced from just over £6m per annum to just over £4.3m per annum, a reduction of 15% in each year.

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14. Human Resources implications

There are no immediate human resource implications of going out to consult on the proposals, however should the proposals be accepted by the Council, significant job losses would be necessary. Staff affected will be informed of the content of the consultation, and their views considered. If the proposals are accepted, appropriate negotiation with staff and Trades Unions would commence

15. Equality implications

An Equality Impact Assessment on the consultation plan has been completed and considered as part of planning the consultation, and is attached at Appendix H

16. Reasons for Recommendations

The recommendations have been made to ensure the review of the Libraries Archives and Information Service progresses, enabling a new structure to be created taking into account the modern requirements of libraries, both social and technological, and affordability of the service.

17. Recommendations

We have undertaken a "Registration of Interest exercise" which has tested if there is interest in helping us to run library services, and there is. This has enabled us to identify options and generate a number of models which provide for the most flexibility.

On this basis we seek an Executive Directors decision to agree the following process for taking this forward:

1. To go out to consultation for a period of 12 weeks to seek views on the proposal including:
    o Views on 11 hub libraries
    o Views on up to 5 co-delivered community libraries
    o Views on retaining Tinsley library as a Council run facility for the next two years
    o Views on library closure
    o Views on new opening times for Central Library
    o Views on the closure of the mobile library service

2. To open up a further period of Registrations of Interest for groups and organisations who are interested in helping us to co-deliver a library or deliver a library independently

3. To report the insights and information arising out of this consultation to Cabinet in the New Year, with a final proposal

4. To consider whether any further consultation is required as part of the report to cabinet in the New Year

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Library Review Consultation Results
'Have your say on Sheffield's library services'
Survey 2012

Libraries Archives and Information Service
Sheffield City Council
Updated September 2013

1.0 Introduction

This report presents the findings of the consultation *'Have your say on Sheffield's library service'* and sets out what you told us, what we are already doing, and, where possible, key points of variation. The final section highlights what we will be doing with this information.

It is worth noting that not everyone who completed a survey completed all the questions. The percentage calculations which relate to the quantitative questions are based on the total number of people who completed the main survey which is 6,037, and referred to as survey respondents. In total there were 7 free text questions included in the consultation document giving respondents the opportunity to add further ideas, suggestions and comments.

Any personal data given for the purposes of feedback such as names, postal or email addresses have been stored on a separate database from the consultation questions, and will remain confidential.

2.0 Background

Sheffield's library service provides free access to resources in a variety of formats right across the city:

- Central library
- 27 community libraries
- 2 mobile libraries
- Home Library Service
- Sheffield Archives
- Schools library service
- Hospital library

Sheffield recognises that the way people use libraries has been changing. The introduction of new technology has brought in new users and a demand for new services, whilst at the same time experiencing a decline in book borrowing. The Government now requires the Council to make significant savings and this will continue for some years. Some of these savings will have to come from our library services.

We therefore consulted on how we change our library services to make them fit and affordable for the future and meet people's aspirations and circumstances across the city.

3.0 Consultation methodology

The consultation period ran for 8 weeks from 13th August to 8th October 2012.

3.1 The consultation document

A paper and online survey form was produced which asked people for their help in creating affordable, up to date library services which can still offer a comprehensive and efficient service. 7,500 survey forms were distributed via libraries and First Point services and an online version was made available through the Sheffield City Council website. The survey provided details of why the consultation was taking place and there were web pages dedicated to the review outlining a range of future options for consideration. The survey was made up of three key sections. The first asked people if and how they use the library services, the second explored how library services can be more efficient, and the

final section invited people to express ideas and opinions for the future. Throughout the survey, there were free text boxes which invited comments and ideas.

3.2 Promotion
Awareness of the consultation was achieved through: press releases, distribution of leaflets and posters, visible surveys in libraries and First Point buildings, community newsletter articles, Community Assembly 'blogs', Sheffield City Council web pages, Intranet and social media, e-shot to library members and local businesses and direct contact with community and voluntary organisations and service users.

Other forms of promotion included:
- Posters displayed and 7,500 surveys distributed to all libraries and First Point buildings
- 10,000 z-cards (mini information leaflets) distributed across all libraries, First Points and local communities
- Approximately 27,000 registered library members were emailed
- Over 3,000 organisations were emailed including the community and voluntary sector, local businesses, Universities, Parish Councils
- Publicity via press releases
- Attendance at events and festivals across the city
- Attendance at library based events
- 7 focus groups held
- 2 drop-in sessions at the Town Hall
- Community engagement delivered by Dead Earnest Theatre Company
- Communications to Sheffield City Council staff via internal bulletins

3.3 Who did we consult with?
The consultation invited both library users and non-library users to take part in the survey in order to get a variety of views and opinions on the review. A total of 6,037 people completed the consultation survey with 4,126 of these being done online.

During this time, focus groups were held with 7 individual groups including older people, young people, those with disabilities and refugees and asylum seekers. This provided an opportunity to engage with people who can sometimes be hard to reach during public consultations.

4.0 Summary of the survey results
The results of the consultation survey are reported in three sections: 4.1 Using the library services; 4.2 Making our library services more efficient; 4.3 Ideas for the future. Each section provides a summary of what respondents told us and if there are any local variations to consider. This is followed by an overview of what the service is currently doing in relation to this.

Additional data to support this summary can be found in appendix 1 and 2.

4.1 Using the library services

Chart 1 shows a breakdown of the number of online and paper surveys completed:

Number of responses to the consultation survey

- 32% Paper
- 68% Online
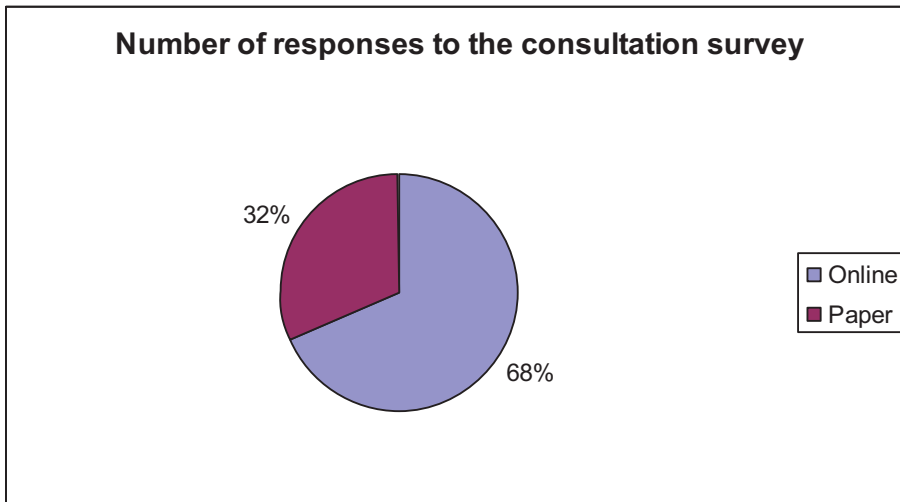
Chart 2 summarises the number of respondents that currently use Sheffield's library services:

Do you use Sheffield's library services?

- 93% Yes
- 2% No
- 5% Did not specify either way
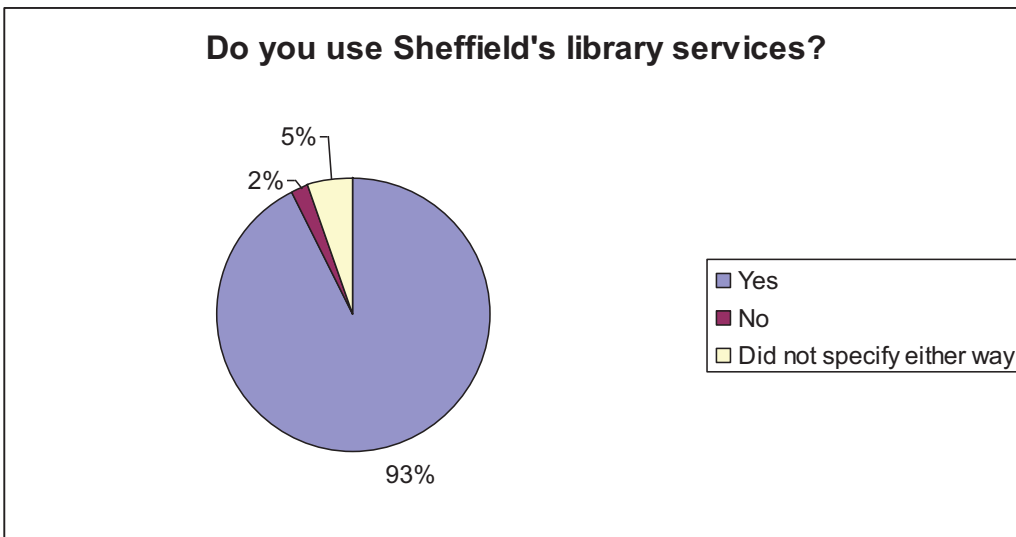
Table 1 summarises the response to the question *'Which Sheffield library do you use the most?'*

The most responses were received from Central library	1,242
Libraries with over 200 responses	10
Libraries receiving 100-200 responses	8
Libraries with less than 100 responses	10
Number of respondents who did not complete this section of the survey	258

4.1.1 Opening hours
The survey asked *'When do you most want your library to be open?'.* 5878 people (97%) responded to this question out of the total number of survey respondents which was 6037

What you told us
- Saturday mornings are the most popular opening time overall (3790 responses)
- Friday afternoons are the second most popular opening time (3487 responses)
- Weekday afternoons are the most popular opening times in general followed by weekday mornings.
- 42% of respondents to this question made a preference for afternoon opening times, and 39% for mornings.
- 5% of respondents to this question made a preference for evening opening hours between 7-9pm and 14% between 5-7pm (any day of the week)
- Sunday evenings are the least popular opening times
- 59% of survey respondents would prefer to have weekend opening even if this is at the expense of closure during the week.

What we are doing already
- Sheffield's 27 community libraries are currently open for a total of 797.5 hours per week. This means that the average number of opening hours for community libraries is 29.5.
- The Central Library is open for 52.5 hours per week
- All libraries and Sheffield Archives are open after 5pm at least one day during the week
- All 28 libraries are currently open on Saturday's (this varies in terms of being open in the morning, afternoon or all day)
- Central Library and the Local Studies library is open until 8pm Monday's and Wednesday's

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4.1.2 Most important library services and facilities
The survey asked *'What is most important to you in a library service?'.* 5509 people (91%) responded to this question out of the total number of survey respondents which was 6037. Respondents were provided with the following options and asked to rank their top 5:

- Quality and choice of books
- Computers and internet
- Other media – Film DVDs, music CDs, talking books
- Within walking distance
- On a convenient bus or tram route
- Located close to shops and facilities
- Educational events and activities
- Other social events and activities
- Building is accessible and in good repair
- The library is welcoming and comfortable

In order of preference, respondents rated the top 5 services most important to them as:

Quality and choice of books	☆ ☆ ☆ ☆ ☆
The library is welcoming and comfortable	☆ ☆ ☆ ☆
Within walking distance	☆ ☆ ☆
Other media – film DVDs, music CDs, talking books	☆ ☆
Building is accessible and in good repair	☆

The two least important services and facilities rated by respondents were 'educational events and activities' and 'other social events and activities'.

The results therefore show that respondents value the choice and quality of physical materials available and how welcoming libraries are the most.

Variations
There is some slight variation between libraries:
- **Important for being near local shops -** Frecheville, Jordanthorpe, Newfield Green, Stocksbridge
- **Important for other media -** Central, Broomhill, Chapeltown, Ecclesall, Gleadless, Home Library, Highfield, Hillsborough, Mobile, Upperthorpe, Walkley.
- **Important for being on a convenient bus or tram route -** Central, Crystal Peaks
- **Important for computers and internet -** Burngreave, Firth Park, Manor, Park, Southey
- **Important for building accessibility and repair –** Archives, Crystal Peaks, Darnall, Ecclesfield, Greenhill, Parson Cross, Stannington, Stocksbridge,Tinsley, Totley, Woodhouse, Woodseats.

There is some variation between ages:
- Under 16's, and 16-25 year olds rank 'Computers and internet' 3rd, this is ranked 7th overall.

What we are doing already
- Last year, library users borrowed over 2 million books and around 200,000 CDs, DVD's and audio materials. £802,838 was spent on materials and the Give and Take donation scheme was launched.
- Plans are underway to redevelop some libraries and in order to make them easier to get in to, we have a programme to improve accessibility across libraries
- Highfield library is currently undergoing a refurbishment which will improve its access and the general library provision. Hillsborough library underwent a major refurbishment in 2011
- As part of the project to introduce self service, general improvements to remodel libraries has been undertaken to make them more welcoming and comfortable e.g. re-carpeting, counters, shelving

4.2 Making our library services more efficient

4.2.1 Making Savings
The survey asked *'What do you want to protect the most?'* and *'Do you have any other ideas on how the library services should make savings?'*

What you told us
5553 people (92%) responded to the question '*What do you want to protect the most'*. Respondents were asked to rank the choices given and the most popular service to protect is the 'range of services and materials' with the majority of respondents selecting this option. This was followed by the 'number of local libraries'.

The range of services and materials	☆ ☆ ☆ ☆ ☆
The number of local libraries	☆ ☆ ☆ ☆
Library opening hours	☆ ☆ ☆
Library staff	☆ ☆
The Council running library services (rather than social enterprises, charitable trusts or community groups running them)	☆

Respondents indicated that maintaining library services that are run by the Council should not be protected in favour of the other options given. The results therefore show that the majority of respondents to this question value the range of services and materials and the number of local libraries the most.

What you told us – Additional ideas/comments
Out of the 6037 people that completed the survey, 2056 people (34%) responded to the second part of the question which asked *'Do you have any other ideas on how the library services should make savings?'*. Respondents were invited to leave any additional comments and ideas on this. There was a broad range of comments received with a total of 2230 suggestions being made.

The list below highlights some of the common themes received from respondents with regards to how the library services should make savings. A more detailed summary of responses is available in appendix 2.

- Increase fees and charges – Fines, events, printing
- Broader use of the building the community and other Council services - Increase activities, events, classes
- Donations of books and DVDs - Book swaps, sell used and good quality books and DVDs
- Making better use of technology - Introduce an online catalogue, e-books and Kindle loan
- Improve energy efficiency in libraries - Too warm, reduce energy costs

Variations

There were some small variations based on library selection:

- **Protect opening hours was desired at -** Central, Crystal peaks, Frecheville, Greenhill, Jordanthorpe, Newfield Green, Parson Cross and Southey.
- **Protect library staff was desired at -** Archives, Jordanthorpe, Mobile, Park, Walkley.

There were some small variations based on age:
- **Protect library staff was desired** (ranked 3rd) with under 16 year olds, and 26-39 year olds.

What we are doing already

- **Give and Take donation scheme -** In February 2012, Sheffield libraries launched the 'Give and Take' scheme enabling people to donate their books, talking books or CDs to the library service. Donations are then either sold in libraries for 50p or added to the library stock if they are in high demand. The money raised from sales, goes back in the book fund to buy more new books and other materials. There are now five libraries that hold Give and Take collections: Central, Frecheville, Firth Park, Crystal Peaks and Chapeltown. Donations can however be taken to any library.
- **Charging for DVDs –** DVD hire incurs charges of £2 / £1 / 50p per week. Non fiction DVDs are currently free of charge.
- **Reducing postal costs –** From 1st August 2012, the library service decided to stop sending letters to remind customers that their books are overdue. Email communication is being encouraged where possible.
- **Borrowing restriction –** From 1st August 2012, people owing the library service more than £5 in fees and charges will not be able to borrow further items until they start to pay off the outstanding amount.
- **Online Catalogue -** An online catalogue is available through the libraries web page. Customers can reserve, renew and search for items across all Sheffield libraries.

4.2.2 Complementary commercial activity

Respondents were asked *'Which of the following services would you find useful to have located within a local library?* They was asked to make a preference for the top 3 services to be located within a local library. The survey listed a number of suggestions that could be considered to increase income and help sustain library services.

What you told us

5349 people responded to this question which is 89% of the total number of people filling in the survey.

The top 3 services that respondents said they would find useful to have located within a local library were:
1. Coffee bar
2. Café
3. Newsagent

18% of respondents to this question indicated that none of the options given for additional services would be suitable. The most popular additional services highlighted by these people were:

- Advice Services/Citizens Advice Bureau/Credit Union
- Play area / Crèche/ Nursery, children's activities
- Post Office/ Shop selling stationary, stamps and gifts
- A place for meeting/ Adult Learning or training classes

Variations
In addition, although not a significant number, respondents also commented that other services that would be useful to be located in a library included:
- **Improved toilet provision -** Central Library, Crystal Peaks, Darnall, Highfield, Hillsborough, Stannington, Stocksbridge, Totley, Woodseats and Woodhouse libraries
- **Offering meeting space –** Central Library, Stocksbridge, Greenhill and Frecheville libraries

There were some small variations based on age:
- **Cafes** are the top preference for all age ranges under 39
- **Booksellers** were popular (3rd rank) with 65-80 year olds

There were some slight variations based on gender:
- **Booksellers** were more popular (3rd rank) with men

What we are doing already
- 9 of the community libraries are co-located other services: Sheffield Homes, First Point, GP surgery, community organisations.
- 12 of the community libraries have community rooms and meeting space available for hire.
- Central Library has a café located with Graves Art Gallery and a coffee cart in the foyer
- Upperthorpe library, located within the Zest healthy living centre has a café serving food and drink
- All libraries hold regular activity sessions for children of all ages including baby time sessions and the homework zone
- A number of libraries offer free supported access to 'Go-on' courses through UK Online, helping people to use computers and the internet

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4.2.3 Fees and charges
Respondents were asked *'Do you think we should consider charging for the use of computers and internet access (People's Network)?'.* Respondents were also asked if there are any additional library services that they would be willing to pay for or pay more for.

What you told us
When asked if the library service should consider charging for the use of computers and internet access, 3513 people responded to this question.
- 58% of respondents were in favour of charging.
- 26% of respondents were against charging.
- 14% of respondents indicated that they were 'not sure'
- 2% of respondents did not answer this question.

The response to this question shows the majority of respondents are in favour of charging for the People's Network .

What you told us – Additional comments
Respondents were asked if there are any additional library services that they would be willing to pay for or pay more for. 2799 people responded to this question (46%), with 3248 suggestions:

- 3% of comments said that the use of computers and internet access should not be charged for, particularly for certain groups or certain activities e.g. job applications.
- 4% felt that limiting the amount of free time or adopting an approach like the Manchester model of access to computers would be a good idea.

The key services that were highlighted were:

Service willing to pay for/more for	Response rate (out of 3248 comments)
DVDs and CDs	14%
Computer use, internet access, Wi-Fi	11%
Groups, Classes and Events	8%
Reserving books	7%
Interlibrary Loans, ordering books	4%
Printing	4%
Photocopying	4%
Overdue books and Late fines	4%
Library membership	3%
Charging for Services in General	2%
E Books and Kindle loan	2%

There were also 363 respondents (11% of 3248) who indicated they would not be willing to pay for services or pay more for any service.

Variations
When this data is broken down per library, Park is the only library which has a greater selection of 'No' to charging for the use of computers and internet access.

There is some variation based on age – the majority of under 16's and 16-25 year olds selected 'No' to charging for the use of computers and internet access.

What we are doing already
- **DVDs and CDs –** DVD hire incurs charges of £2 / £1 / 50p per week. Non fiction DVDs are currently free of charge. CDs are 50p per week.
- **Reducing postal costs –** From 1st August 2012, the library service decided to stop sending letters to remind customers that their books are overdue. Email communication is being encouraged where possible
- **Borrowing restriction –** From 1st August 2012, people owing the library service more than £5 in fees and charges will not be able to borrow further items until they start to pay off the outstanding amount.
- **Photocopying –** 10p per side, black and white. 20p per side colour (A4)
- **Printing** - 10p per side, black and white. 50p per side colour (A4)
- **Inter Library loans** - increased from £5 to £7 in August 2012.

> - **Outstanding fees and charges -** From 1st October 2012, people owing the library service more than £5 in fees and charges now have to pay a minimum of £1.00 each time they wish to use a People's Network computer until they have paid off their fine.

> From Monday 3rd December 2012, anyone wishing to use the People's Network Computers as a 'visitor' (non-library members) will be charged £1.00 for up to 1 hour's use. Additional time (if available) will be charged at the same rate.
> Use of the people's network computers is free for library members.
>
> Other fees and charges can be found on the Sheffield City Council website under the Libraries pages.

4.3 Ideas for the future

4.3.1 New technology
The survey listed four possible opportunities for new technology in libraries and asked *'Would you use your library more if it offered the following?'* Respondents were then invited to add any comments of ideas relating to this theme. 5689 respondents (94%) answered this question.

In error, the online survey did not contain a data field for 'Improved online catalogue', which is contained in the paper based survey. The results below therefore do not include 'improved online catalogue'.

What you told us
37% of survey respondents said that they would use their library more if it had downloadable e-books, 33% made a preference for Wi-Fi and 20% said they would like more computers with internet access. The majority of respondents however indicated that these services would not make them use a library more.

1443 people (24%) of survey respondents provided comments and ideas for this question. Overall there were 1652 suggestions made but not all of these related to new technology.

Key themes for comments and ideas around new technology % based on 1652 comments made	Comment/ideas - general % based on 1652 comments made
Downloadable e-books – 15%	9% stated that they would rather the library focused on books
Wi-Fi access – 9%	12% stated that they would not use the library more with these services
Charging for computer use – 5%	3% mentioned Café facilities (including internet café)
Move with the times and embrace technology – 2%	4% said libraries should have computers for those who do not have one at home

To summarise, the majority of respondents indicated that having new technology in libraries would not influence their use of the service.

> ***What we are doing already***
> - People's Network computers available in every library
> - Online catalogue where members can search for items, place reservations for items they would like and renew items they already have on loan
> - 24 hour reference services – wide range of high quality electronic reference and information resources available free to library members.
> - Picture Sheffield – web based image resource
> - Communications via social media (Twitter, Facebook, Flikr, YouTube, Full Story Blog)
> - Qwidget on-line 'ask a librarian' enquiry service

There are also projects underway to introduce Wi-Fi, e-talking books and a mobile app to give access to the library catalogue.

Variations
- All age ranges under 39 had a 'Yes' majority for wi-fi and e-books.
- Age groups under 26 also had a greater 'Yes' majority for more computers and internet.
- There is a clear preference for all forms of technology by younger age groups.

4.3.2 Developing partnership opportunities
The survey asked if developing partnership opportunities with other organisations should be explored. Respondents were also invited to add any comments or ideas on this option.

What you told us
5836 people (96%) responded to this question out of the total number of survey respondents which was 6037. Developing partnership opportunities was favoured by 59% (3537 people) of total respondents while 16% were against this. 22% of respondents were 'not sure' and 3% did not answer this question.

In summary the majority of survey respondents are in favour of exploring partnership opportunities.

What you told us – Additional comments
1822 people (30%) responded to the second part of the question that asked for comments or ideas. Overall there were 2502 comments made.

The key things highlighted in terms of developing partnership opportunities with other organisations were:

Key themes for comments and ideas	Response % based on 2502 comments
General approval for exploring partnerships	561 comments (22%)
Retaining staff and/or skills and knowledge	432 comments (17%)
Keep as council run or co-ordinated	260 comments (10%)
Voluntary sector management issues	169 comments (7%)
Maintaining quality and standards	159 comments (6%)

4.3.3 Volunteering opportunities

The survey asked, *'In general do you support the use of volunteers to help enhance our library services?'*. The survey then invited people to add any comments or ideas on this option.

What you told us

5878 people (97%) responded to this question out of the total number of survey respondents which was 6037. The majority of total respondents (73%) answered 'yes' to supporting the use of volunteers to enhance the service. 11% of respondents indicated 'no', 13% were 'not sure' and 3% did not respond to this question.

What you told us – Additional comments

1985 people (33%) responded to the second part of the question which asked for comments or ideas on the use of volunteers to enhance the service. Overall there were 2701 comments made.

The key themes that respondents highlighted in terms of recruiting volunteers to enhance services were:

Key themes for comments and ideas	Response % based on 2701 comments made
Not to replace paid staff with volunteers	848 comments (31%)
General support for volunteering	429 comments (16%)
Volunteering not supported in general	209 comments (8%)
Training, support and supervision requirements	147 comments (5%)
Concerns over quality of volunteers, reliability, CRB checks	92 comments (3%)
Provides opportunity for work experience	89 comments (3%)
A need to maintain standards	58 comments (2%)

The comments and ideas received show that the majority of respondent's value paid library staff.

4.4 Final comments

The final section of the survey invited any further ideas and suggestions on how library services could develop.

What you told us

1846 people (30%) responded to this section of the survey out of the total number of survey respondents (6037). Overall there were 2992 suggestions made.

The most popular suggestions were for developing activities:

- 11% of the ideas and suggestions received concentrated on **activities for children and young people.** This includes groups for toddlers, doing homework and encouraging reading and educational attainment.
- 10% of the ideas and suggestions received concentrated on **activities for adults.**

Other key comments and suggestions covered the following:

- Use of library space and meeting space
- More promotion of activities and services
- Support for community hubs
- General service improvement suggestions
- Against cuts/closures/want the service to stay the same

What we are doing already

- Last year, over 65,000 people attended library based activities. This includes over 18,000 adults and over 47,000 children
- Over 3,000 activity sessions were delivered across community libraries last year and around 200 were delivered in Central library. This includes family learning events and reading groups.
- All of the following libraries have bookable community rooms or meeting space: Burngreave, Chapeltown, Crystal Peaks, Darnall, Ecclesall, Firth Park, Manor, Park, Parson Cross, Southey, Stocksbridge, Upperthorpe and Woodhouse.

Promotion and communication streams:

- Flyers, bookmarks, posters, service leaflets (Jobseekers, Reference & Information), Z cards (Your Library, and the adult & children's joining z cards), pencils & pens
- 'The Full Story' newsletter, produced quarterly (a list of what's on in libraries)
- 'The Full Story Continues' blog,
- Social media - Facebook, Twitter, You Tube, Flickr
- Customer Alerts
- Library Tours

- Bags for life
- Talks/stalls at community and partner events etc
- Work with partnership organisations e.g. NHS

In addition, there are plans to improve marketing and promotion of library services through additional leaflets for Children's services, Library Theatre, cotton book bags, updated photographs to promote services e.g. on the website, newsletters.

5.0 Profile of survey respondents

Age - The age of respondents showed that the largest proportion (42%), were aged 40-64. For those under 25 the proportion was very low at 5%.

Gender – 60 % of survey respondents were female and 30% were male. 10% did not specify their gender. (updated on previous version of this document, to correct a transcription error).

Ethnicity – 87% of respondents declared a White ethnicity, 4.5 % declared a BME (black, minority, ethnic) ethnicity, and 8.5% is unknown.

Disability - The proportion of respondents reporting a disability was 8.5%.

6.0 Summary of results from focus groups

During the consultation, seven individual focus groups were held with youth groups, older people, those with physical disabilities and learning disabilities, as well as refugees and asylum seekers.

These sessions did not specifically concentrate on the questions that are within the survey but were designed to enable a small, intensive discussion around library services and what is important to different groups of people. Below is a short summary of the key points that were learnt from these groups.

6.1 Youth groups
Three sessions were held with youth groups from different geographical locations across the city.

What they told us
- Its not always convenient to go to the library due to other commitments, and don't have enough time
- Found the Summer Reading Challenge as a real draw when younger – would be good to have something like that for older kids.
- Text reminders for overdue items would be good
- Need a space that is warm and somewhere to meet friends and hang out
- Need study space with revision books. Its needs to be away from the children's area and should be quiet for study
- Self service is good

- Don't always know the system – nothing to tell you how to get the most out of the library.

6.2 Over 50's group
A session was held with members of '50+', a local older people's advisory group.

What they told us
- Yes to technology but always value books
- Want help with technology, computers and self service
- Value staff skill and expertise
- Value variety and diversity of services and stock
- Ambience and comfort is important
- Staff to be more 'outward facing' and get out more within local communities i.e. attending public meetings, telling people about the library service
- 'Shed' the traditional image

6.3 Learning disabilities group
A session was held with people with learning difficulties at Heeley City Farm.

What they told us
- People with a learning difficulty would need assistance at the library
- Not all libraries are accessible and steps make it impossible with a wheelchair
- Would like a café or somewhere to sit and have a drink.
- Choosing books can be overwhelming
- Signage and information signposting needs – pictorial, sensory, audio
- Need to get to know the librarians

6.4 Access Liaison Group
A session was held with members of the disability consultative group, 'Access Liaison'.

What they told us
- More links with RNIB, visually impaired/blind receive no benefit from going to the library as can download talking books etc at home
- Need to promote 121 help available for computers and large monitors available for visually impaired
- Access – furniture is often in the way and this is a big problem
- Somewhere warm and safe to sit, social benefits
- Link with the Blue Badge scheme and other organisations
- Need toilets

6.5 Conversation group
A session was held at the United Reform Church with refugees and asylum seekers who attend a regular conversation group.

What they told us
- Libraries are good for communication and relationships and computers are free
- Borrow books to help improve English language e.g. borrow books that are easy reading.
- General need for books about different cultures

- More links needed to Citizens Advice Bureau.
- Stock reference books about UK citizenship

7.0 Next steps

Proposals for the future of the library service will be developed in the near future and will give due consideration to the consultation results, Library Review outcomes, needs analysis and budget outcomes. At this stage, no decisions have been made on the future of the library service; however it is likely that some small scale service improvements highlighted by the survey will begin.

In order to formulate proposals for the future, we will consider the outcomes of the survey as a whole along with what we have learned from research and visits to other local authorities.

More results are being gathered from additional consultation exercises and these will also be considered alongside any future proposals for the service.

Sheffield City Council

Evaluation of responses to the Library Service Review Phase 2 Consultation

Kate Register
Development Manager
Communities

January 2014

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1. Introduction

During summer 2012 Sheffield City Council held a consultation about the future of the Library Service in Sheffield, 'Have your say on Sheffield's Library Services'. Sheffield City Council consulted on how library services can change to make them fit and affordable for the future and to meet people's aspirations and needs across the city.

The full report of that phase 1 consultation can be viewed at:

www.sheffield.gov.uk/libraryreview

Following the phase 1 consultation, Sheffield City Council used these results to inform the development of the new library proposals. A comprehensive needs assessment was also carried out and used to inform the proposals.

This phase 2 consultation followed a decision by the Executive Director of Communities to consult on the new proposals to create a new structure for the Library Service. The report about that decision is available at www.sheffield.gov.uk/libraryreview

The second phase of the consultation ran from 11 October 2013 to 10 January 2014 and aimed to find out public views on the new proposals.

This consultation report summarises and explains the comments and feedback received by Sheffield City Council. This report will be considered by decision makers prior to any decisions being made on the library proposals.

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2. Summary of responses

- Nearly 9000 people have submitted some comments, the majority being via the consultation survey with 7435 individuals completing it.
- A positive response includes those who answered 'yes' and those who answered 'yes with reservations'. Many of the reservations listed were significant.
- 39% of survey respondents are positive about the proposals as a whole, although answers to questions about individual proposals vary.
- 53% of respondents were positive about the needs assessment process
- 44% of respondents are positive about the hub proposals
- 43% respondents are positive about community led proposals
- 45% respondents are positive about independent library proposal
- 41% respondents are positive about the mobile library proposal
- 62% respondents are positive about the home library proposal
- Job seekers and BME communities are significantly less positive about the proposals, although it does vary from question to question.
- Disabled people are very significantly less positive about all the proposals
- Respondents who were least affected by a proposal were significantly more positive than those who were most affected by a proposal.
- Most responses were received from those who would be affected by the proposals
- if a respondent's library is proposed to be a hub overall positive responses to the proposals ranges from 51% to 67%, but if their library is proposed to be independent led then positive responses lie between 32% and 41%.
- For hub proposals the biggest reservation is longer distance to travel, followed by loss of service.
- For community led the biggest reservation is uncertain long term future, followed by loss of knowledge and expertise of staff.
- For independent led the biggest reservation is uncertain long term future tied with reliability of service.
- For mobile library proposal the biggest reservation is loss of service provision followed by loss of convenience.

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3. Consultation methodology

Our aim was to ensure as many people of Sheffield as possible were aware of the library review proposals and knew how to have their say in relation to these. A survey was prepared asking questions about each proposal and possible impact, and allowing space for free text responses too.

Engagement and involvement in this consultation was promoted by:

- Paper copies of the survey in all libraries and Sheffield City Council First Points
- Online survey on the council website
- Dedicated phone line to give views over the telephone or complete a survey over the telephone
- Dedicated email address to email views and comments or requests
- Language Line poster in all libraries and advertised on web to offer interpretation support to all communities
- Alternative formats of the survey including large print and easy read were produced and available upon request
- Clear explanation of the proposals by production of a document highlighting them all, available at all libraries, First Points and online
- 42415 registered library users were emailed about the consultation
- Public sector employers in Sheffield advertised the consultation on their staff intranets, e.g. NHS and South Yorkshire Police
- Details emailed to 7,538 organisations in Sheffield and asked to disseminate information to all staff and customers
- Postcard with contact details about the consultation distributed at all consultation events and targeted distribution across the city
- Publications and press stories in 25 different journals
- Regular press releases from the council's communications team
- Regular social media advertising including twitter
- Offered to facilitate consultation events with all organisations contacted and targeted organisations that support underrepresented groups to ensure their views were heard. In total, 24 different groups were consulted with
- Commissioned Sheffield Futures to organise and facilitate focus groups with children from secondary schools age up to age 25. Engagement included working with young carers, BME groups and Sheffield Youth Cabinet
- Commissioned the Council's Children's Commissioning Team to organise and facilitate focus groups with children from primary school ages, including children with disabilities and from minority groups
- Pop up events where staff were able to promote the consultation through postcard distribution and assisting people to complete the survey

5

Full details of the consultation methodology and all activities organised to raise awareness and promote engagement in this consultation can be found in **Appendix 1.** Copies of all the documents used in the consultation process can be found in **Appendix 2.**

An equality impact assessment was also undertaken for the consultation plan and this too can be found in **Appendix 3.** Effort was made to target those groups or areas of the city who are seldom heard or where responses were low.

The consultation was undertaken by the Quality and Involvement Team within Business Strategy, Communities portfolio Sheffield City Council. This team has experience and expertise in consultation work, particularly reaching those who are seldom heard and are independent of the library service.

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4. Feedback and other interest in consultation

As well as the planned consultation activities described above, feedback and interest was received in a variety of ways from members of the public.

4.1 Petitions

16 petitions were received by Sheffield city council in relation to the library proposals comprising a total of 23,666 signatures. Some of these were received before the proposals were published but indicate interest in the future of libraries. All these petitions have been logged and will be available on the council's website. See **Appendix 4** for a table of petitions received about library proposals.

4.2 Freedom of information requests

12 requests from members of the public were received for further information/detail about the library proposals. All of these have been responded to in line with the Freedom of Information Act and regulations.

4.3 Emails, letters and phone calls

See the table below for a summary of other contact received.

Comms contact through:	Numbers
Emails regarding consultation	21
Emails regarding FOIs	12
Emails requesting alternative formats	6
Emails regarding request for further guidance	6
Emails regarding expressing further comments	31
Emails requesting a paper copy of survey	18
Emails to complete a survey	3
Telephone calls received to complete survey	66
Telephone calls to seek additional guidance	10
Telephone calls to request alternative formats	1
Telephone calls to comment on consultation	6
Telephone calls to register interest in community led	5
Letters/poster from children and young people	207
Letters from adults	6
TOTAL	**398**

8 schools undertook an activity with children to write letters and draw posters about the library proposals. These schools were Lydgate Junior School, Tapton Secondary school, Charnock Hall Primary school, Totley Primary school, Bradway Primary school, Dore Primary school, Totley All Saints School and King Ecgberts Secondary school.

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4.4 Surveys conducted by community groups

A number of community groups organised their own surveys and forwarded the completed ones to the consultation teams. These were:

- Zest Young People's survey
- Broomhill library action group children and adults surveys

A summary of these surveys can be found at **Appendix 5.** It should be noted that respondents did not necessarily have access to information about proposals before completing the surveys and the consultation team was not asked to advise on survey design.

4.5 Community organised public meetings

A number of community organisations/interested parties arranged public meetings during the consultation period to which councillors and council officers were invited. See **Appendix 6** for a list of public meetings attended by Sheffield City Council representatives. Notes were taken and the views expressed have been taken account of. All attendees were invited to complete the online or paper survey so it is possible that people may have expressed their views in the survey and at a public meeting.

4.6 Media coverage

A number of stories appeared in the press, on local radio and on television during the consultation period. Some of these were in response to council press releases and some of these were generated by members of the public.

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5. Consultation responses

5.1 Introduction

There are 550,000 residents in Sheffield, of whom 133,000 are adults registered with the library service and 60,000 children who are registered with a library. It is acknowledged that registration with the library service doesn't necessarily denote use of the library service.

Overall, 7,435 people completed a survey and other people shared their views at public meetings, through petitions, focus groups and writing letters or emails. Specific consultation work was also commissioned and delivered with children and young people. In total nearly 9,000 responses were received in addition to those who had signed a petition.   A summary of contributions received outside of the survey is included at **Appendix 7.**

A copy of the survey questions is available in **Appendix 2.** The questions asked whether or not people used libraries and if so which library service. The survey asked whether people agreed with proposals individually. Some questions gave options to tick about any reservations people had with additional free text space if there wasn't an appropriate choice. Some questions were open with all responses being free text boxes. All the comments made have been analysed and recorded and used in the analysis below. Paper copies of surveys received were loaded online and included in the survey analysis.

The conclusions reached below include analysis of the survey and have taken account of views shared outside of the survey process as well.

A positive response means where people have ticked 'yes', or 'yes with reservation'.

A statistically significant result is one where there are enough responses and a big enough sample size to be reasonably certain that the differences seen are genuine. There are specific formulae that are applied in order to decide whether a result is statistically significant. See Appendix 2 for a more detailed summary of the statistically significant calculations.

5.2 People who responded

- 4.9% of adults registered with a library responded to the consultation via the survey.

- The specific work commissioned with Sheffield Futures, heard from 164 11-25 year olds, of whom 31% were from BME communities and 19% identified themselves as disabled. See **Appendix 8** for full report of this consultation work.

- The work undertaken by the Children's involvement team heard from 152 children aged 5-11, of whom 41% were from BME communities. See **Appendix 9** for a full report of this consultation work.

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A summary table below **Figure 1** shows who responded to the survey.

Library Consultation

7,435
Total number of repsondents to the consultation

12.5%
More than one in ten respondents were Black or Minority Ethnic

-6.7%
This was proportionally less than the citywide population

ONE THIRD
OF RESPONDENTS WERE MALE

-15.5%
Citywide, this figure is 49%, suggesting this group is underrepresented in the responses

13.8%
1,024 respondents considered themselves to be disabled

Age	1%	3%	23%	45%	23%	5%
	17-19	20-25	26-39	40-64	65-79	80+
Difference from 2011 Census	-5.8%	-11.2%	0.2%	7.8%	9.8%	0%

- Please note that as described in section 3 specific consultation work outside the survey also took place in order to ensure all groups were included. The results from these other activities are included in the analysis. Comments made outside the formal consultation process have also been included.

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The table below **Figure 2** shows response by library, and shows the percentage of the overall response and also the percentage of registered library users at each library/service.

Figure 2

	No.	%	% of RLUs
Totley	611	8.2%	13.6%
Stannington	376	5.1%	12.9%
Walkley	363	4.9%	11.0%
Home Library Service	72	1.0%	10.8%
Greenhill	371	5.0%	8.4%
Gleadless	271	3.6%	7.7%
Broomhill	591	7.9%	7.0%
Woodhouse	221	3.0%	6.1%
Park	177	2.4%	5.5%
Mobile Library Service	178	2.4%	5.4%
Ecclesfield	136	1.8%	5.1%
Upperthorpe	182	2.4%	4.7%
Frecheville	80	1.1%	4.5%
Ecclesall	450	6.1%	4.4%
Chapeltown	258	3.5%	3.3%
Jordanthorpe	57	0.8%	2.8%
Stocksbridge	148	2.0%	2.8%
Woodseats	186	2.5%	2.7%
Hillsborough	222	3.0%	2.4%
Crystal Peaks	295	4.0%	2.4%
Burngreave	101	1.4%	2.2%
Newfield Green	57	0.8%	2.1%
Central	976	13.1%	2.0%
Highfield	173	2.3%	1.9%
Tinsley	50	0.7%	1.7%
Manor	109	1.5%	1.3%
Southey	51	0.7%	1.3%
Parson Cross	57	0.8%	1.2%
Firth Park	107	1.4%	0.7%
Archives	45	0.6%	0.6%
Darnall	39	0.5%	0.5%
Not Selected	425	5.7%	

- The biggest percentage of responses was received from Central Library. Those libraries that were proposed to be an independent library had a higher proportion of registered library users responding, perhaps because of organised local campaigns, or people being more motivated to respond.

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5.3 What do you use the library for?

The table below, **Figure 3,** shows what people stated they use the library for.

Figure 3

	Number of Respondents	% of Total (exc. Non library users)
Borrowing books for adults	6,219	87.9%
Borrowing CDs / DVDs	3,207	45.3%
Reading books / newspapers in the library	2,203	31.1%
Printing and photocopying	1,910	27.0%
Access to computers and the internet	1,798	25.4%
Education and learning	1,680	23.7%
Meeting people	1,646	23.3%
Clubs / activities	1,258	17.8%
Access to archives	1,095	15.5%
Borrowing books for children	804	11.4%
Other	677	9.6%
Job searching and / or volunteering opportunities	598	8.4%
Access to other services	556	7.9%
Advice and guidance, e.g. Councillor's Surgery, Credit Union, etc.	524	7.4%
Room hire	307	4.3%

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5.4 What will you do if the library you use most closes?

The table below **Figure 4** shows what people stated they will do if the library they use closes.

	No.	%
Stop using libraries and lose access to facilities available in libraries	2,255	31.9%
Not applicable as the library I use most is one of the proposed 11 hub libraries	1,632	23.1%
Use the Central Library in the city centre	1,263	17.8%
Go to your next nearest library	1,145	16.2%
Not sure	908	12.8%
Other	687	9.7%
Buy books / CDs / DVDs or get them electronically, e.g. Kindle, iTunes, LoveFilm	672	9.5%
Go to another hub library	265	3.7%
Use computers elsewhere	227	3.2%
Have another way of meeting my needs	211	3.0%
Use a school library	111	1.6%

- The biggest category in 'other' was lose community resource followed by cost and inconvenience of travel.

- Job seekers reported that they were more likely to use central library or the next nearest library than non- job seekers

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5.5 Are you satisfied that we have taken into account the right things to inform the proposals?

- Overall 53% of respondents to the survey answered 'yes' or 'yes with reservations'.
- Those people who contributed views outside of the survey in general expressed the same sort of reservations about the needs assessment as those responding to the survey.
- The most common reservation people expressed was that the loss of a library as a 'community or social resource' had not been adequately taken into account (see below for explanation and examples).
- The next two most common reservations were 'process' followed by 'against closures' and closely followed by 'travel'.

Community/social value

This included factors of added value/significance which people don't believe have been taken into account sufficiently and the potential impact if these aren't available. It included things like:

- Use of the library building by community groups, and a fear that alternative venues may not be available locally so groups may face closure.
- The effect on the wellbeing of some users if they lose the opportunity for local social interaction

☺ 'You did not appear to have taken into account the number of people who gain their only human interaction through the local library, who would otherwise be isolated'.

☺ 'The Zest Centre, which includes Upperthorpe Library, is a very popular and well used space and resource….In an area of huge need and a very ethnically diverse population the loss of this centre will fragment the sense of community and lead to isolation and community degeneration. Why is it that when many big cities experienced riots a year ago Sheffield was spared? I feel it is these sorts of services that make a huge difference to people and we scrap them at our peril'.

☺ 'Totley library is the only Council-provided public facility for meetings, events, other than book lending and computer services'.

☺ 'The Library is the heart of the Burngreave community as there is no other centre. It is a meeting point, a help centre etc'.

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5.6 Overall, what do you think of the proposals?

- 39% of survey respondents answered with 'yes' or 'yes with reservations' that the proposals as a whole were fair and reasonable.

- The most common reservation was the loss of a 'community or social resource' (see above for explanation and examples).

- The next most common reservations were 'against closures' followed by 'fairness'

- ☺ 'The scale of the proposed cuts is scandalous! Important centres of learning, inspiration and enjoyment will be lost.. .'

- ☺ 'A reduction in the number of libraries will only be the start of the overall decline and eventual termination of library services in Sheffield'

- ☺ 'Unreasonable as SCC have a legal duty to maintain a comprehensive, efficient, modern service..'

- ☺ 'A definite backwards step…not equality of opportunity..'

- ☺ 'I think it deprives the people who most need it to access resources they can't really afford..'

- ☺ 'Not fair on the local residents who use the service..'

- ☺ 'It is always the south west of the city that suffers in council cutbacks.'

- ☺ 'I will be unable to access library services due to disabilities'

- ☺ 'In the 2012 Library Review consultation, the second most important factor identified by the public for a community library was "within walking distance", however the needs analysis is based on the use of buses …'

- The respondents most affected by the proposals were the least positive in their overall responses and those that were least affected were the most positive. See **Figure 5** below.
- Those respondents who don't use any library services were more positive about the proposals.

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Figure 5

Least Affected Respondents are those who indicated they most use
- Proposed Hub Library
- Central Library or Archives
- Home Library Service

Most Affected Respondents are those who indicated they most use
- Proposed Community or Independent Library
- Mobile Library Service

Legend:
- Least Affected
- Most Affected

Chart data:

Category	Value
Darnall	69%
Crystal Peaks	64%
Ecclesall	64%
Hillsborough	60%
Stocksbridge	59%
Highfield	59%
Manor	59%
Woodseats	59%
Firth Park	57%
Not Selected	57%
Central	57%
Archives	51%
Chapeltown	50%
Southey	49%
Home Library Service	49%
Parson Cross	46%
Mobile Library Service	43%
Newfield Green	37%
Woodhouse	35%
Jordanthorpe	33%
Tinsley	30%
Gleadless	27%
Upperthorpe	24%
Broomhill	23%
Frecheville	23%
Ecclesfield	22%
Greenhill	20%
Stannington	18%
Walkley	18%
Burngreave	13%
Totley	12%
Park	11%

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- There is a statistically significant difference overall to the responses from disabled people. Overall they are less positive about the proposals as a whole

5.7 Do you agree with the proposal to reduce the opening hours of the Central Library by one afternoon and one evening?

- Overall 55% of survey respondents said 'yes', or 'yes with reservations' about the proposal to reduce the opening hours of central library by one afternoon and one evening.
- the most common reservation was that there would be more 'demand on central library' if other libraries in the city close followed by a concern that this might be followed by a 'further reduction in opening hours' (see Figure 6 below).
- Job seekers were statistically less positive about this question as were BME people, disabled people, men and people under 65.
- People who contributed views outside of the survey in general did not make a lot of comments about the central library proposals.

Figure 6

Category	Value
More demand on Central Library as a result of other libraries closing	61.7%
Possibility of further reductions in opening hours	57.1%
Loss of convenience	52.2%
Reduction of opening hours	51.7%
More demand for lending and use of materials as a result of other libraries closing	44.3%
More demand for computer time due to reduced opening hours	33.0%
Other	16.7%
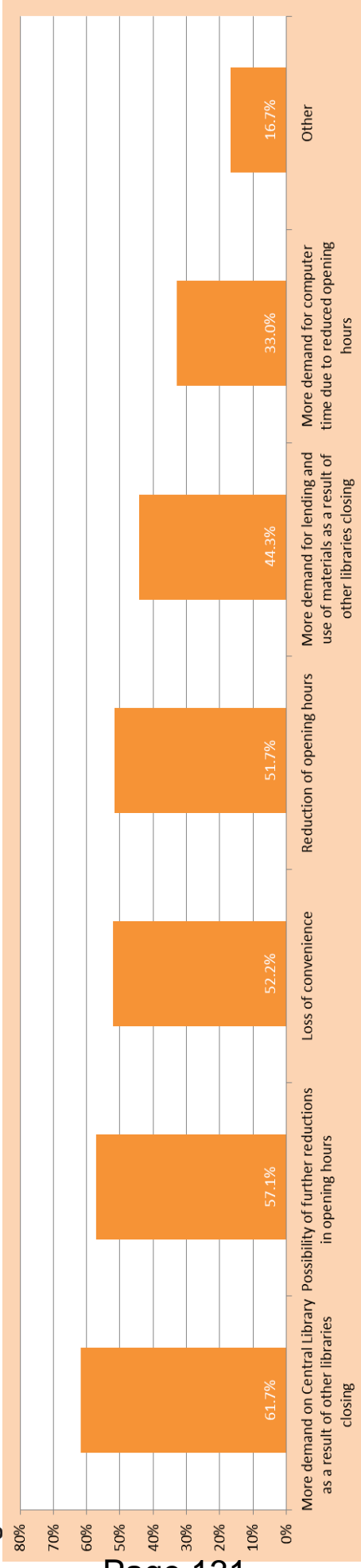
- The most common reservation people expressed in 'other' in the free text was around the issues that arise from changing the opening hours.
- Children and young people in the commissioned work expressed particular reservations about the loss of afternoon and evening closures as that is when they can access libraries.

5.8 Do you agree with the proposal to have 11 hub libraries?

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- Overall 44% of respondents to the survey said 'yes', or 'yes with reservations' about the hub proposals.
- Respondents using libraries which are proposed to be hubs were all more positive about that proposal than respondents whose library was not one of the proposed hubs. This is illustrated below in **Figure 7** bar chart showing percentage of positive responses by library area. Those in brown/red are hub libraries i.e. 'least affected' by this proposal. Those in green are 'most affected' by the proposal i.e. they are libraries which are proposed to be either a community led or an independent library and are at risk of closure. (NB the mobile and home library and central library users are also shown as least affected by this particular proposal).

Figure 7

- The most common reservation expressed was longer distance to travel (see **Figure 8** below).

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- Disabled people were statistically much less in favour of these proposals than nondisabled people. Their biggest reservation was longer distance to travel.

- People contributing outside of the survey in general tended to be from most affected groups i.e. their library was not proposed to be a hub and therefore reflected many of the same concerns as the survey respondents who were most affected.

Figure 8
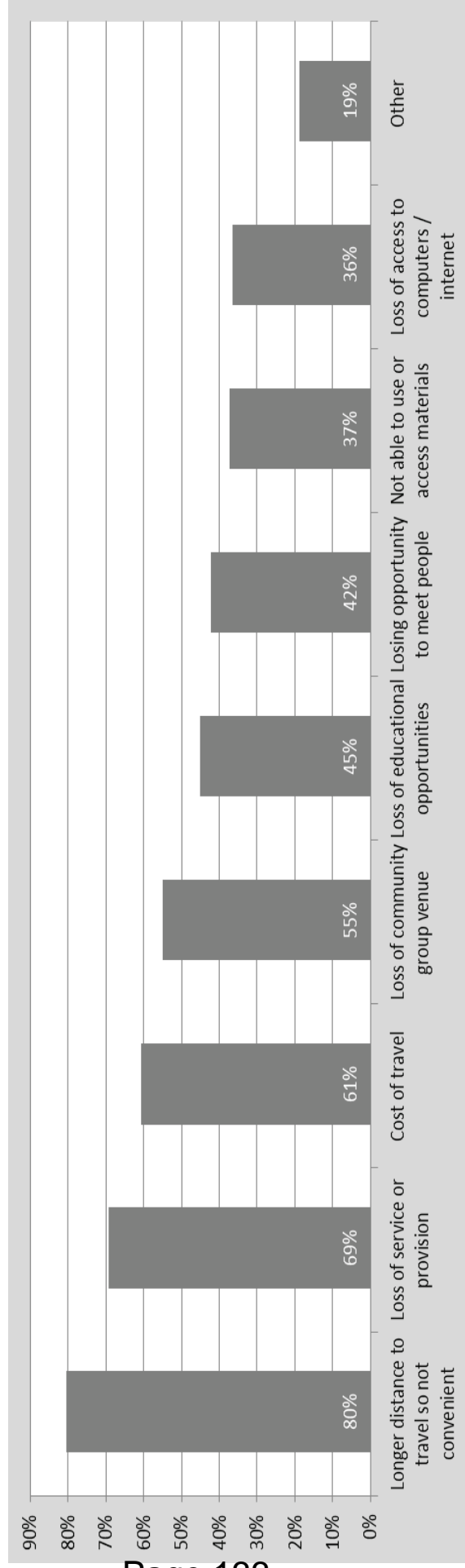
- The most common reservation people expressed in free text reservations was 'against closures'

5.9 Do you agree with the proposal to have up to 5 community-led libraries?

- Overall 43% of people who responded to the survey answered yes or yes with reservations to the question 'do you agree to the proposal to have 5 community led libraries.

- Those who were least affected by this proposal were the most positive about it. See summary bar chart **Figure 9** below.

Figure 9

| Least Affected | Affected | Most Affected |

| | Not Selected | |

Darnall	62%
Ecclesall	60%
Stocksbridge	59%
Hillsborough	59%
Not Selected	58%
Woodseats	57%
Manor	57%
Parson Cross	56%
Crystal Peaks	56%
Central	55%
Highfield	53%
Archives	51%
Firth Park	49%
Southey	47%
Chapeltown	47%
Newfield Green	42%
Mobile Library Service	41%
Home Library Service	40%
Stannington	38%
Woodhouse	37%
Broomhill	35%
Upperthorpe	34%
Gleadless	34%
Greenhill	33%
Ecclesfield	32%
Tinsley	30%
Frecheville	30%
Totley	28%
Jordanthorpe	28%
Walkley	28%
Burngreave	18%
Park	17%

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- The most common reservation expressed was uncertainty over long term future (see **Figure10** below).

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Figure 10

Category	Percentage
Uncertain long-term future	78%
Loss of knowledge and expertise	72%
Reliability of service	64%
Loss of Council staffing	63%
Possible use of volunteers rather than paid staff	59%
Lack of accountability and control	55%
Loss of Council funding	19%
Other	19%

- BME peopoals were statistically significantly less positive than non BME people about these proposals and disabled people were statistically significantly less positive than non-disabled people. The most common reservation for both these groups was uncertainty over long term future i.e. the same as the overall group.

- Those people who contributed views outside of the survey in general expressed the same sort of reservations about the proposal as those responding to the survey.

- The most common reservation people expressed in 'other' free text reservations was 'objection to volunteers'. This included concerns about data security, reliability and loss of jobs for library staff etc.

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5.10 Do you agree with the proposal to have any remaining libraries run by independent groups?

- Overall 45% of survey respondents answered 'yes', or 'yes with reservations' about the independent library proposal.
- Those who were least affected by this proposal were the most positive about it. See summary bar chart **Figure 11** below.
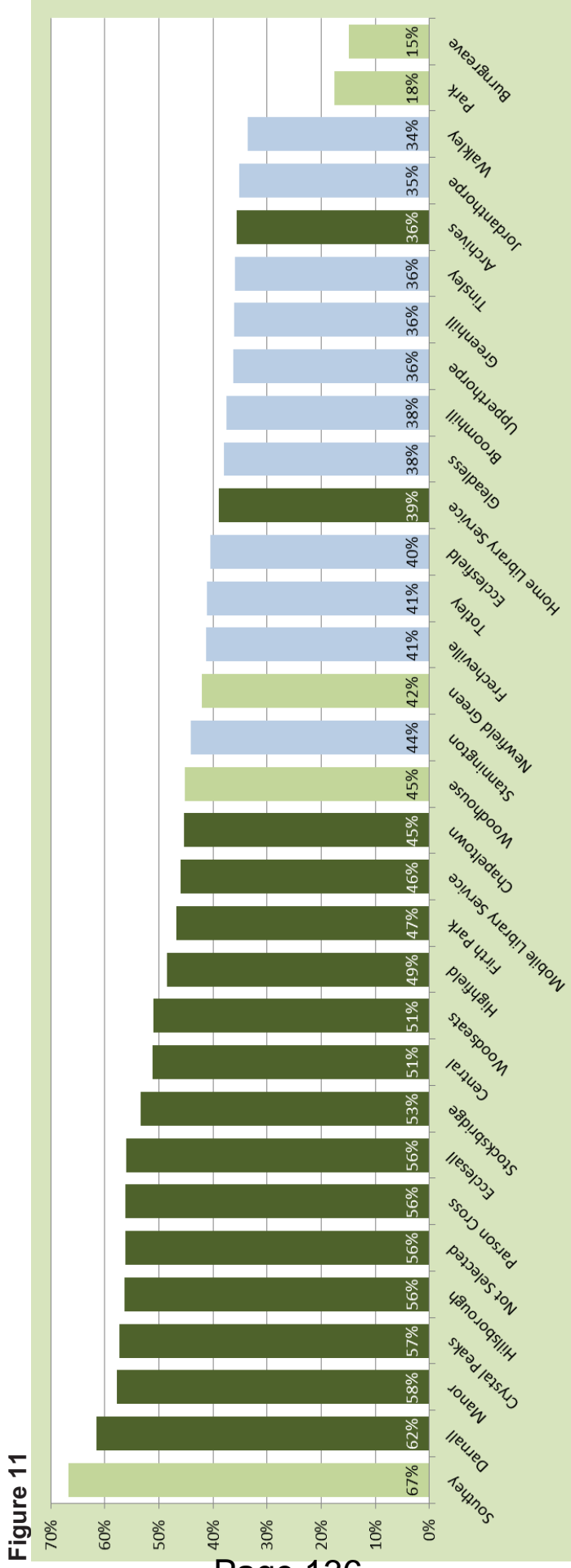
Figure 11

- The most common reservation expressed was uncertainty over long term future of the library, closely followed by concerns over reliability of service (see **Figure 12** Below).
- BME people were statistically significantly less positive than non BME people about these proposals and disabled people were statistically significantly less positive than non-disabled people. However, people over 65 were statistically significantly more positive about these proposals.

- The main reservation for BME communities was reliability of service, very closely followed by uncertainty about the long term future. The main reservation for disabled people was reliability of service, followed by uncertainty about the long term future. These reservations have a reversed emphasis for these groups compared to the overall responses.
- Those people who contributed views outside of the survey in general expressed the same sort of reservations about the proposal as those responding to the survey.

Figure 12
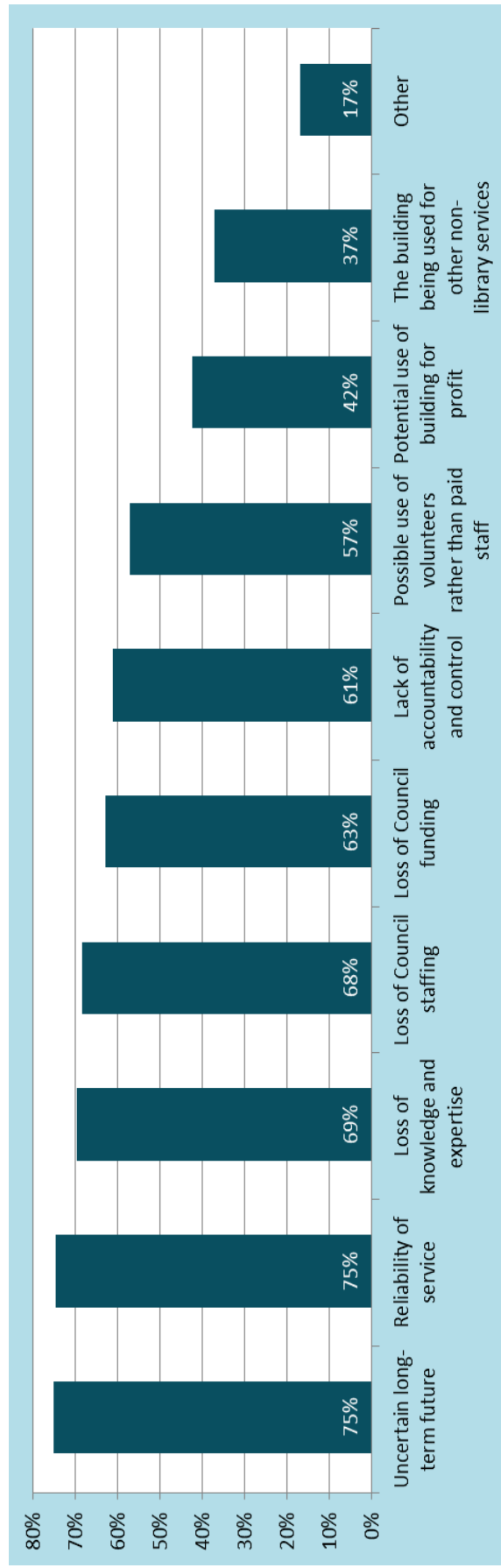
The most common reservation people expressed in 'other' was 'wrong approach' i.e. reservations about the proposed model.

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5.11 Do you agree with the proposal to develop and expand the Home Library Service by the use of volunteers?

- 62% of survey respondents answered 'yes' or 'yes with reservations' to the proposal to expand the home library service with the use of volunteers.
- The most common reservation expressed was the possible use of volunteers as well as paid staff (see **Figure 13** below).
- BME people were statistically significantly less positive than non BME people. Although the use of volunteers was the biggest reservation, within the free text box BME differed from the whole group in being slightly less concerned about vetting arrangements and slightly more concerned about quality.
- Job seekers were statistically significantly less positive than non-job seekers. The use of volunteers was again the biggest reservation but they differed from the main group in the free text box by being less concerned about vetting arrangements and more concerned about loss of knowledge and expertise of staff.
- Disabled people were also statistically significantly less positive than non-disabled people. Use of volunteers was again the biggest reservation but they differed from the main group in the free text box by being more concerned about vetting arrangements for volunteers.
- Those who contributed views outside of the survey process in general did not comment in detail about the home library service proposal.

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Figure 13

- The most common reservation people expressed in 'other' free text reservations was with the 'vetting arrangements for volunteers'

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5.12 Do you agree with the proposal to close the Mobile Library Service?

- 41% of the survey respondents answered 'yes' or 'yes with reservations' about mobile library proposal.
- The biggest reservation was the loss of service provision (see **Figure 14** below).
- The most affected by the proposals i.e. those who currently use the mobile library service are statistically significantly a lot less satisfied about the proposals, with only 10% of mobile service users answering 'yes' or 'yes with reservations'. 32% of respondents who identified as mobile service users were disabled.
- BME responses were in line with group, i.e. no significant difference.
- People over 65, disabled people and job seekers were all significantly less positive about the proposal. Their biggest reservation was loss of convenience.
- Men were significantly more positive about the proposals than women.
- Those who contributed views outside of the survey process in general did not comment in detail about the home library service proposal.

Figure 14
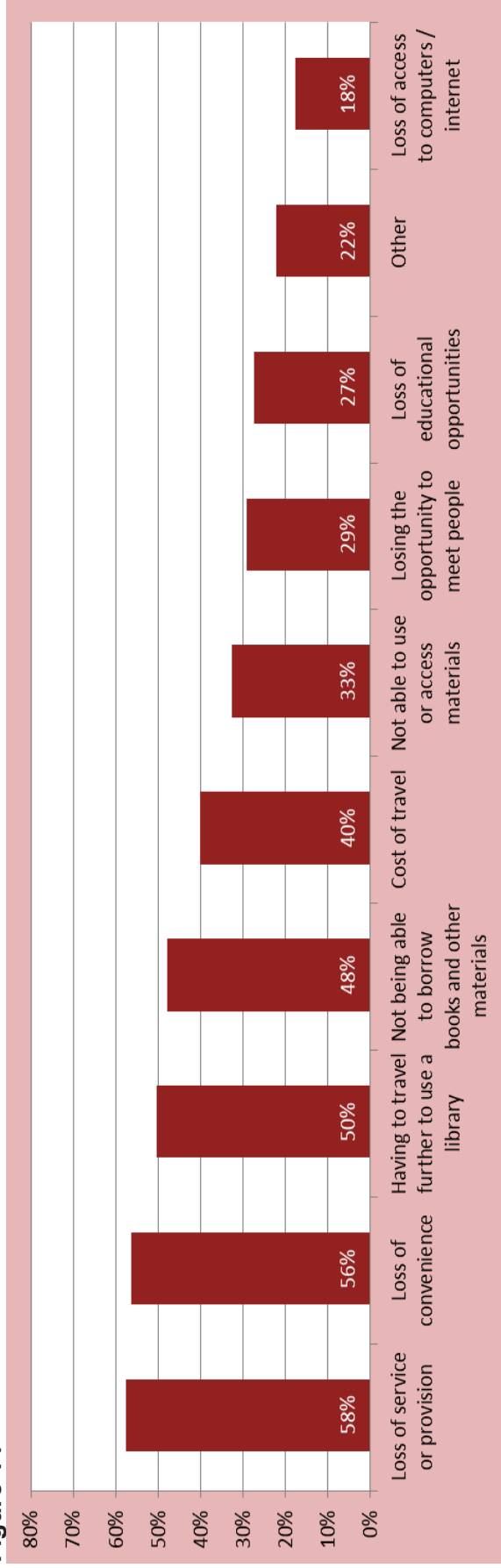
- The most common reservation people expressed in free text reservations was the impact on 'older and disabled people.'

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5.13 If there are things we could do to lessen any potential concerns you have, let us know what they are.

Respondents were invited to contribute any ideas they had to lessen any potential concerns about the proposals as a whole. People took the opportunity to comment on a number of issues, including logging their reservations. A summary of comments is in the chart below **Figure 15.**

Figure 15
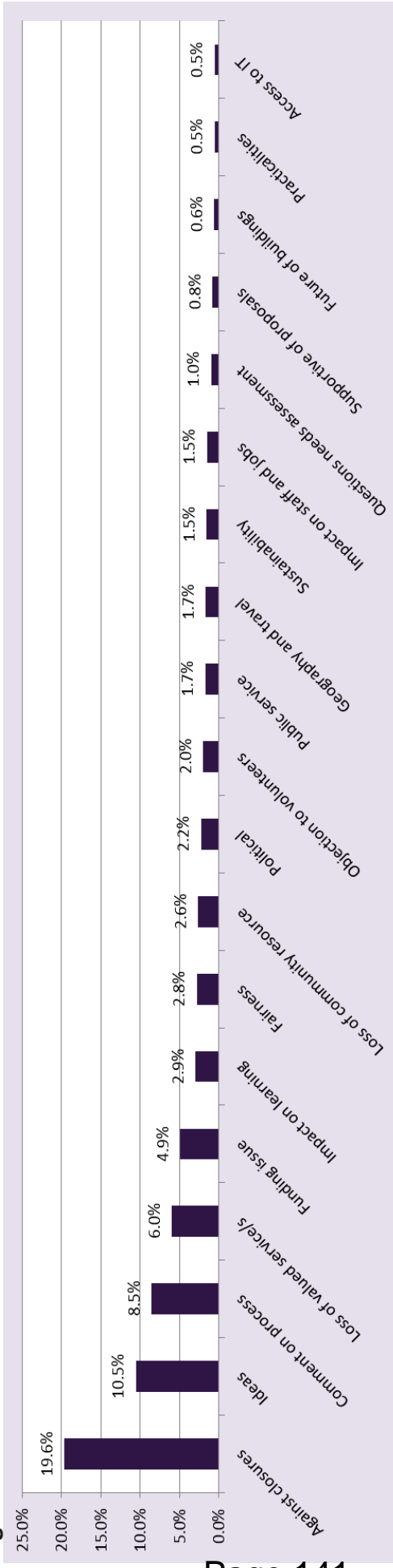
- The second most common point raised was to suggest alternative ideas. See **Appendix 10** for a summary of ideas, suggestions, alternative models and ideas for funding from elsewhere. This includes contributions from the survey respondents and from outside the survey.

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5.14 Do you have alternative ideas or suggestions or any other comments?

Respondents were invited to contribute any other ideas or suggestions they had. A summary of responses is in the chart below
Figure 9

- People who contributed outside of the survey also submitted ideas and suggestions, many of which were replicated by those who commented within the survey.
- Please see **Appendix 10** for a summary of ideas, suggestions, alternative models and ideas for funding from elsewhere.

☺ *'Keep all libraries open!!! This is why we pay our council tax.'*

☹ *'Cost of keeping libraries is not great, closing them is retrograde.'*

☺ *'Remove the stress and anxiety from mums and the elderly by keeping the library open'.*

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☺ *'Please make every effort to keep open and fund and staff as many libraries as possible. It could save a lot of people from despair resulting in extra medical treatment costs.'*

☺ *'A positive vision of the future would be helpful.'*

☹ *"feels very much like a rushed attempt to see just how much the money can stretch to, rather than thinking about just what the library service is for in the first place. An opportunity missed.'*

☹ *'This consultation does not feel like a consultation, it feels like we really will have no choice or real influence on your proposals. I hope I am wrong in thinking that.'*

☹ *'Books are not a luxury; they should be an everyday part of life for all. By closing local libraries you are taking away the right that children and adults have to read – and therefore to learn'*

6. Results by equalities groupings

6.1 Children and Young People

Children's Consultation re: Library Proposals

The consultation work undertaken with children 5-11 years gathered the views of 152 children. 28% of these were non-library users. In the work undertaken by Sheffield Futures with 164 11-19 year olds views, 49% were non-library users. See Appendices 8 and 9 for full reports of the consultation activity.

Some of the key concerns expressed by children and young people were:

- Library hours as they are at the moment are inconvenient for children and are a reason why some of the children don't use libraries

- Central library – want it to close in mornings instead of afternoons and evenings as they can only go later in day after school

- Hubs proposals – Those whose local library isn't becoming a hub had concerns about distance to travel and the cost and safety implications of travelling on their own. This mirrors concerns expressed by adults in the survey.

- Community-led – concerns about volunteers with no professionals librarians on site

- Scepticism about whether volunteers in the number needed could be recruited for non-profit making activity.

- In favour of expanding the home library service

- Against the closure of mobile library service

Children and young people concerns through survey

A range of issues were expressed about children and young people, particularly pre-school children in the main survey. These included:

- Loss of activities e.g. toddler groups, reading groups
- Travel with small children and pushchairs
- Loss of support networks for parents
- Libraries fostering positive attitude to literacy and current low literacy rates in the city

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Children's views from letters and community group surveys

Where letters and surveys were received from schools and community groups, it wasn't clear how much of the rationale behind the proposals had been explained to the children. All the children were library users who submitted comments in this way.

Comments received were usually about the proposed loss of their local library and concerns expressed were very similar to those expressed by adults who use those libraries in the main survey e.g. distance, convenience, loss of a service etc. Some children particularly mentioned:

- Loss of a venue for homework and study and a safe place to go after school
- Issues with travel, distance and safety e.g. if unable to travel alone particularly at night and the cost of travel
- Access to the internet for children and young people who don't have it at home and the ability to complete homework.
- Loss of venue for school trips and libraries as a venue
- Loss of libraries as a part of the school curriculum

Job seekers

Overall job seekers are less positive about the proposals than non- job seekers.
The responses clearly show that a significantly greater proportion of Job Seekers use the library for:

- Accessing computers
- Borrowing CDs/DVDs
- Printing and photocopying
- Job searching and /or volunteering opportunities
- Reading books/newspapers in the library
- Education and learning
- Meeting people
- Advice and guidance

Job seekers were significantly more likely than non-job seekers to use Central library or the next nearest library should their usual library close. However, they were not significantly more likely to lose access to library services altogether, nor were they significantly more concerned about travel to another library.

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Older people

Overall, older people did not offer statistically different opinions to people aged under 65. However, there were significant differences on a few questions where those under 65 were less positive than those over 65. This included the question about the proposals overall, the central library proposals and the proposal for independent libraries. Only on the question on mobile libraries were people over 65 less positive than those under 65.

However, some of the free text comments received offered some insight into factors that might be important for older people. These comments are not statistically significant but highlight some possible areas to note

- Reliance on local libraries as a source of social contact to relieve isolation.
- Difficulty travelling and carrying books.
- Concerned about cost of transport if bus passes are withdrawn at some stage.
- The closure of the mobile library service was a particular concern.
- Travelling longer distances in bad weather and negotiating the hills

Disabled people

As reported in the results section, disabled people were significantly less positive about all the proposals than non -disabled people. Some comments from free text boxes that might shed some insight into the reasons are listed below. These are not statistically significant but may highlight some causes for concern:

- Value relationship with current librarians which they fear will be lost if they have to attend another library e.g. making adjustments and offering support where required e.g. with accessing appropriate materials – audio books and Braille.
- Concerns about fewerstaff being available to support disabled people.
- More difficult to travel to alternative libraries in general and a greater impact on disabled people of this
- Some alternative libraries reported as being particularly inaccessible for disabled people e.g. Hillsborough, Woodseats, Central and Ecclesall. Parking, distance to walk and toilet facilities were registered as factors in this.
- Upperthorpe was particularly valued for its ease of access.
- The cumulative impact of the proposed cuts in library services and other changes e.g. benefit changes.

BME

People from BME communities were significantly less positive about the proposals overall than non BME communities. This did vary from question to question though. Some factors identified in the free text boxes and in visits to BME groups which might indicate a difference in reliance or use of libraries are listed below. These are not statistically significant but may offer some insight:

- Confidence in their local area but concerns about using libraries outside of their community e.g. personal safety.
- Expressed concern about loss of language support if their local library closes.
- The libraries they use now have resources in community languages e.g. Urdu and Bengali and concern that alternative libraries may not have these.
- Familiarity with staff and strong relationships with staff are something people value, perhaps because of the support that's been available.
- People who've arrived relatively recently have less awareness of the geography of the city and therefore will find it hard to navigate to alternative libraries outside of their communities.
- Some BME people use libraries as a way to engage with people in their local community and are concerned that if their local library closes it will have a more significant impact on BME people

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7. Results by individual libraries

- Results have been analysed by individual libraries. Some of the response rates are small, so it hasn't been possible to analyse each library for equalities data.
- Results overall demonstrate that within each category of proposal there are differences in positive response between different libraries.

7.1 Hub libraries

- Although there is some variation between individual libraries which are proposed to be hub libraries, overall the responses are generally positive in line with the overall survey results which show that those who are unaffected by proposals are more positive about the proposals.
- Figure 10 below shows the responses by library for those who answered 'yes' or 'yes with reservations' when asked whether the right things had been taken into account to inform the proposals.

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Figure 10 hub library positive responses to needs assessment

Bar chart (vertical axis from 60% to 80% in 2% increments):

Library	Value
Parson Cross	77%
Darnall	77%
Firth Park	77%
Manor	76%
Stocksbridge	74%
Crystal Peaks	74%
Hillsborough	74%
Ecclesall	73%
Highfield	73%
Woodseats	70%
Chapeltown	67%
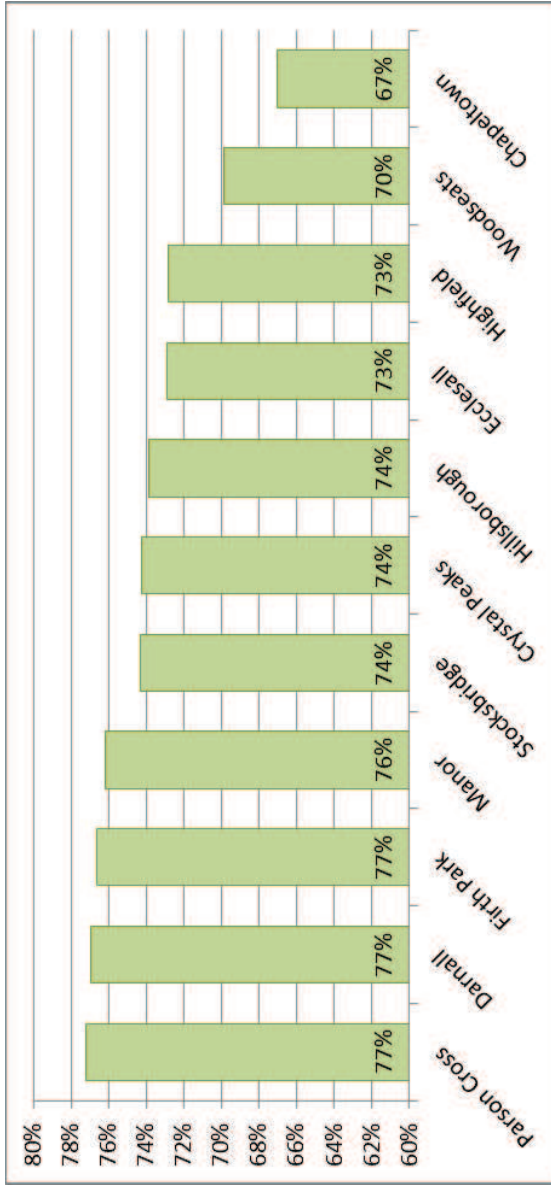
• The response by the different equality groups for hub libraries as a whole to the question 'do you agree the right things have been taken into account to inform the proposals' is shown below in figure 11.

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Figure 11 positive responses by equality groups for hub libraries for needs assessment question

Group	Percentage
Total	72.8%
Job Seekers	57.8%
Non Job Seekers	74.4%
Disabled	62.6%
Non-Disabled	75.3%
Female	73.4%
Male	74.0%
65 and Over	77.3%
Under 65	72.7%
BME	73.9%
White British	73.7%

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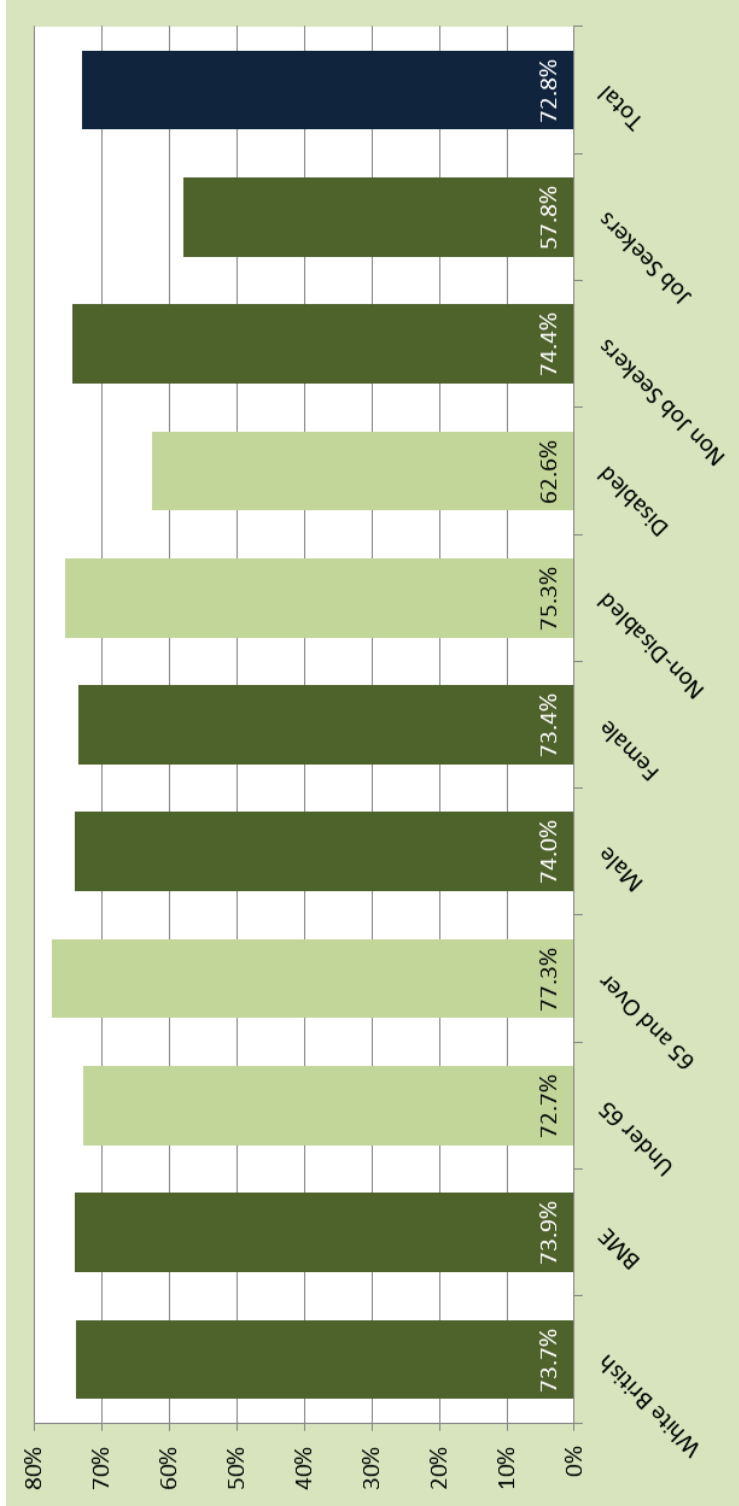
Figure 12   hub library positive responses to overall proposals

Hub library	Positive response
Darnall	69%
Crystal Peaks	64%
Ecclesall	64%
Hillsborough	60%
Stocksbridge	59%
Highfield	59%
Manor	59%
Woodseats	59%
Firth Park	57%
Chapeltown	50%
Parson Cross	46%
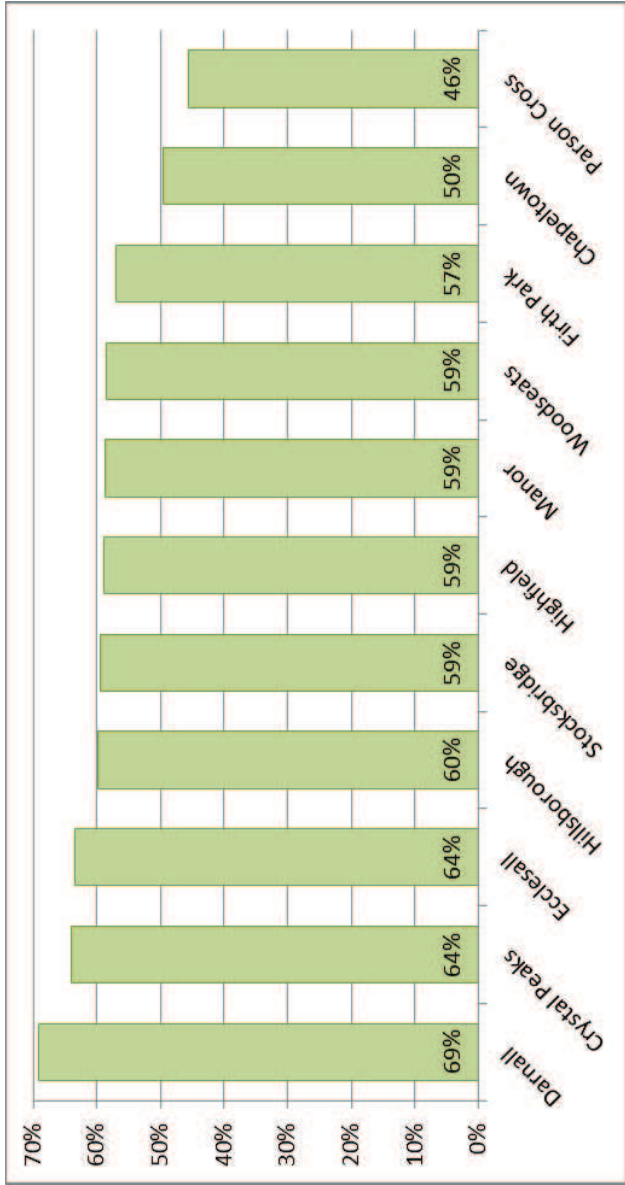
- Figure 12 above shows the positive responses by hub library to the question 'overall what do you think of the proposals?'.

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- Figure 13 below shows the positive responses by equality group across all hub libraries to the question 'overall what do you think of the proposals?'

Figure 13 Equality group positive responses across all hub libraries to question about overall proposals

Equality Group	Positive Response
Total	59.3%
Job Seekers	45.1%
Non Job Seekers	61.2%
Disabled	46.4%
Non-Disabled	63.0%
Female	60.0%
Male	61.5%
65 and Over	64.8%
Under 65	59.1%
BME	57.7%
White British	61.0%

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- Figure 14 below shows the positive responses by individual hub library to the question 'do you agree with the proposal to have 11 hub libraries?'

Figure 14 positive responses by hub library to the hub library proposal question

Library	Positive response
Darnall	74%
Stocksbridge	73%
Manor	72%
Hillsborough	68%
Ecclesall	68%
Woodseats	67%
Crystal Peaks	65%
Highfield	62%
Firth Park	54%
Chapeltown	54%
Parson Cross	49%

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- Figure 15 below shows positive responses by equality group across the hub libraries as a whole to the hub library proposal question.

Figure 15 equality group positive responses across all hubs to the hub library proposal

Figure 15 equality group positive responses across all hubs to the hub library proposal

Group	Positive response
Total	64.5%
Job Seekers	56.9%
Non Job Seekers	65.8%
Disabled	51.5%
Non-Disabled	67.3%
Female	65.8%
Male	64.7%
65 and Over	67.8%
Under 65	64.5%
BME	60.9%
White British	66.0%

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7.2 Community Led libraries

Figure 16 Community-led positive responses to needs assessment
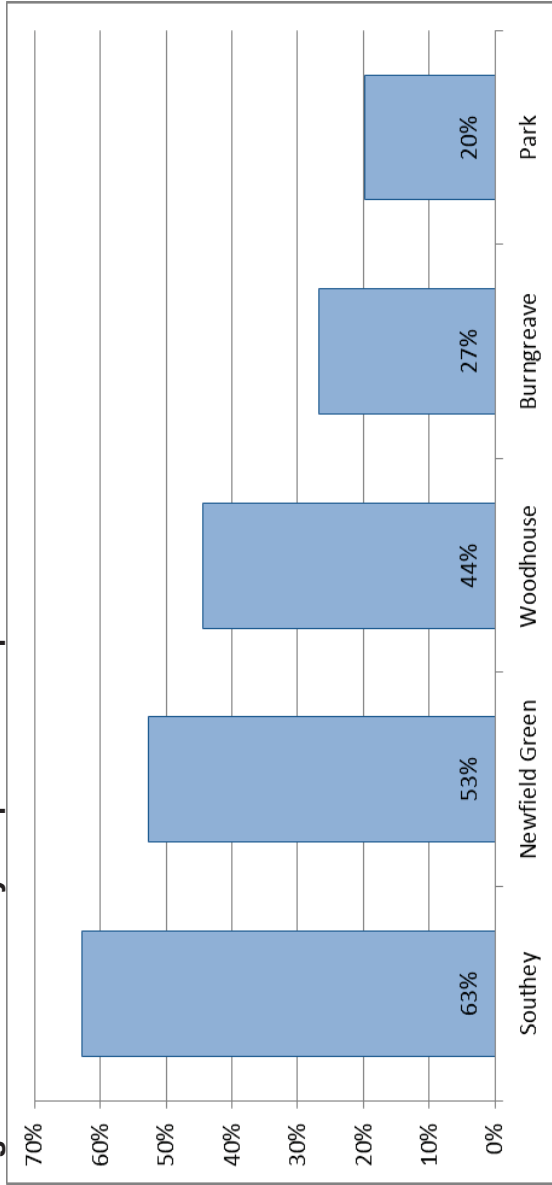
- There was a wide range of views across the libraries proposed to be community-led as illustrated above.

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Figure 17 positive responses for community-led libraries for needs assessment question by equality groups

White British	39.7%
BME	26.0%
Under 65	34.0%
65 and Over	45.5%
Male	38.3%
Female	36.2%
Non-Disabled	40.5%
Disabled	30.4%
Non Job Seekers	38.1%
Job Seekers	32.2%
Total	36.6%
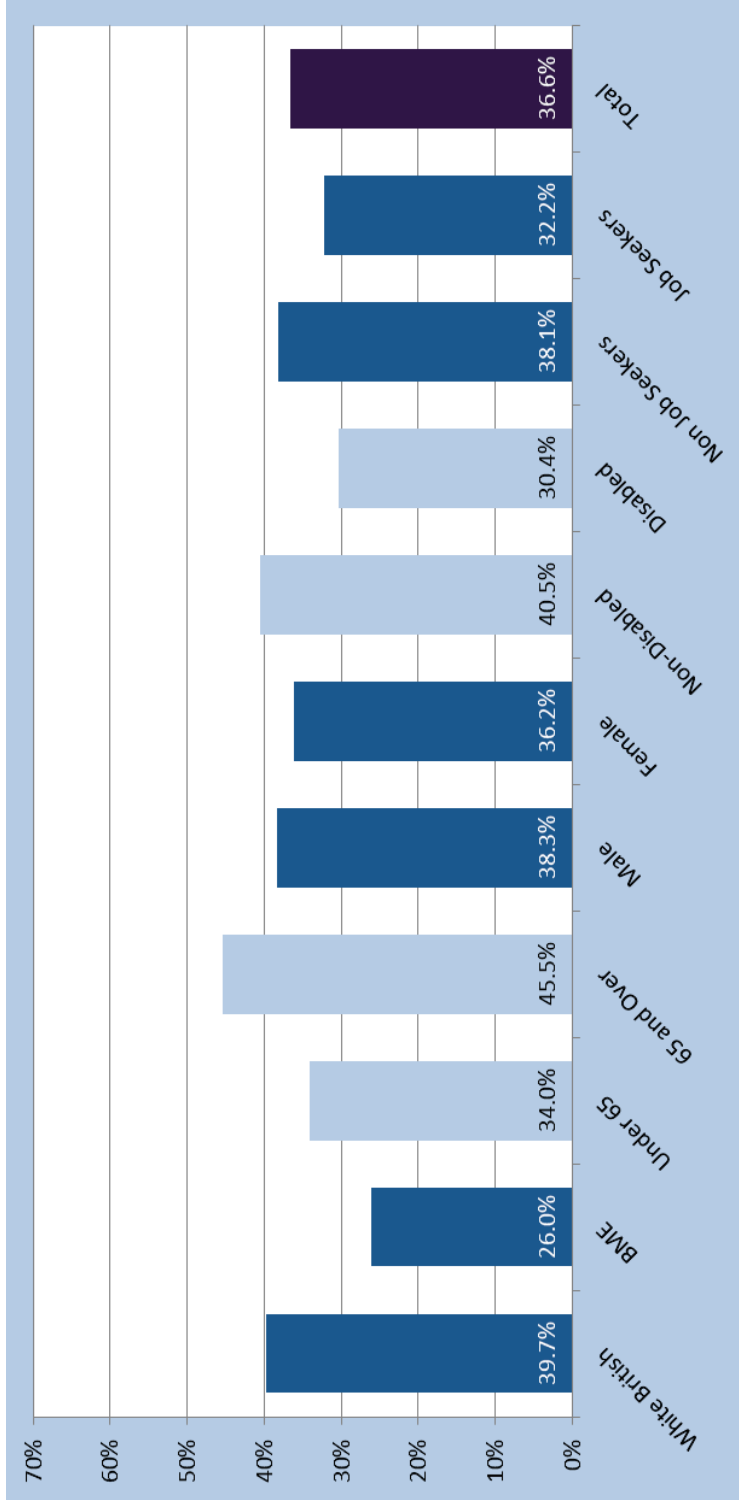
- This reflects the overall survey results which demonstrate that those people who are not affected by a proposal are more positive about the proposal than those who are affected, i.e. most groups are not very positive about the proposal

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Figure 18   community-led library positive responses to overall proposals
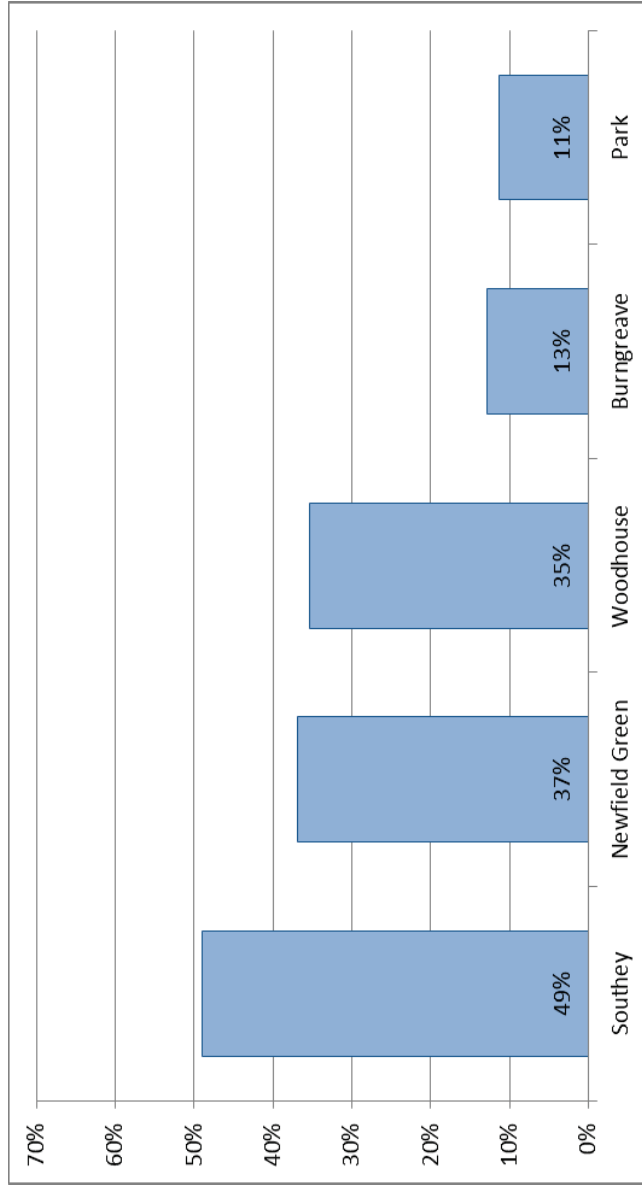
- Respondents from libraries who are proposed to be community led showed a range of responses to the overall proposals as illustrated above.

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Figure 19 community-led libraries positive responses by equality group to overall proposals

Equality group	Percentage
White British	27.7%
BME	21.0%
Under 65	22.3%
65 and Over	39.0%
Male	26.4%
Female	26.4%
Non-Disabled	27.2%
Disabled	26.5%
Non Job Seekers	25.3%
Job Seekers	28.8%
Total	25.9%
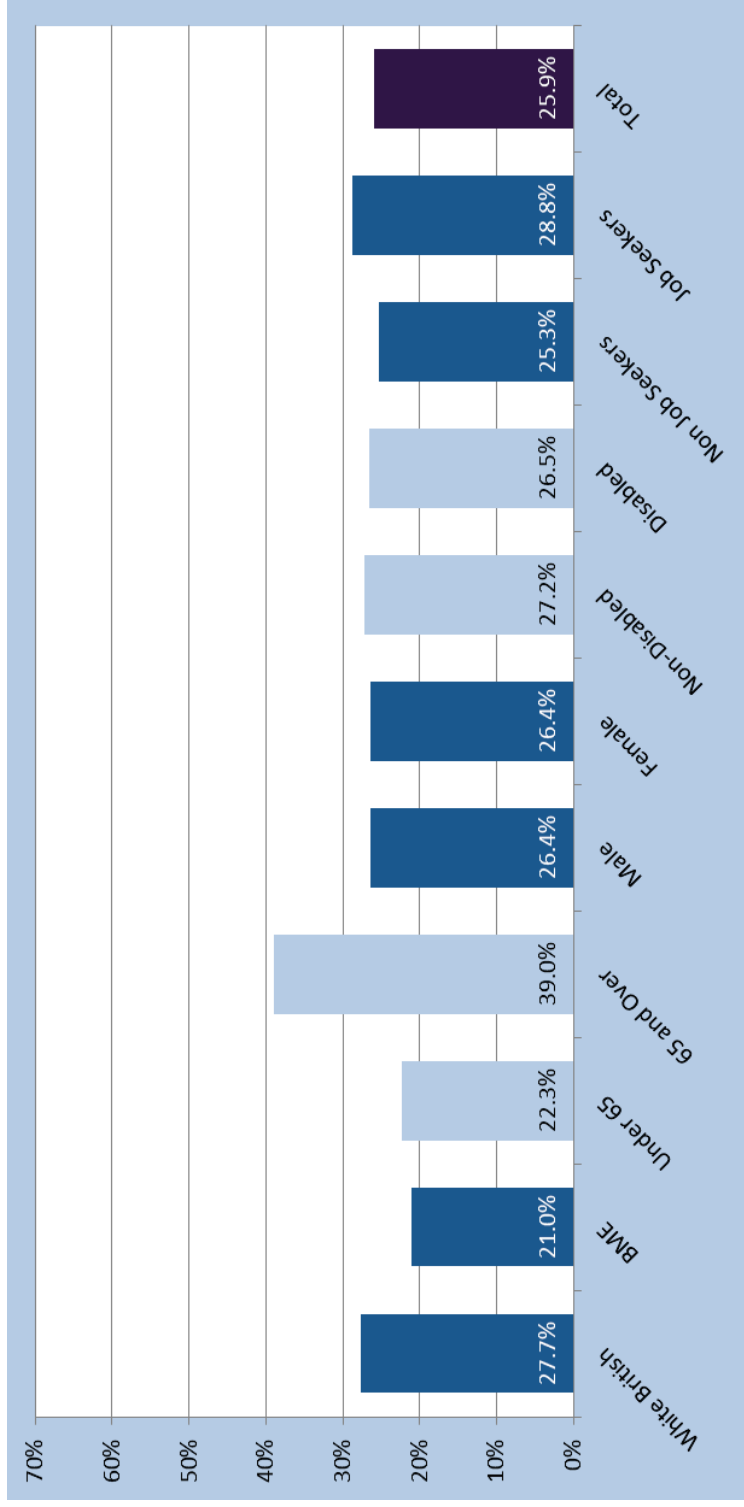
- There was a marked difference between the responses for under 65s and over 65s to the community-led proposal for those people responding who use a library which is proposed to be a community-led library.

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Figure 20 community-led positive responses to community led proposal
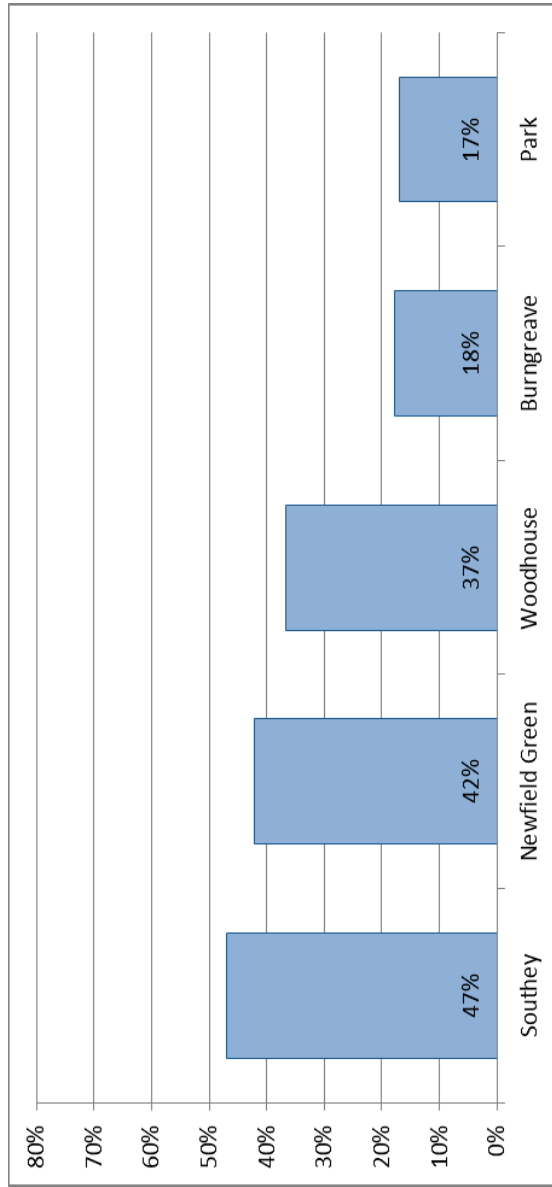
- A range of views were expressed, with Park and Burngreave lower than the other 3 libraries, however it should be noted that relatively small numbers of people were responding from most of these libraries so comparing these results should be done with caution.

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Figure 21 community-led positive responses to community led proposal by equality groups

Category	Value
White British	31.5%
BME	19.0%
Under 65	25.4%
65 and Over	39.0%
Male	25.9%
Female	30.5%
Non-Disabled	31.2%
Disabled	28.4%
Non Job Seekers	28.8%
Job Seekers	28.8%
Total	29.2%
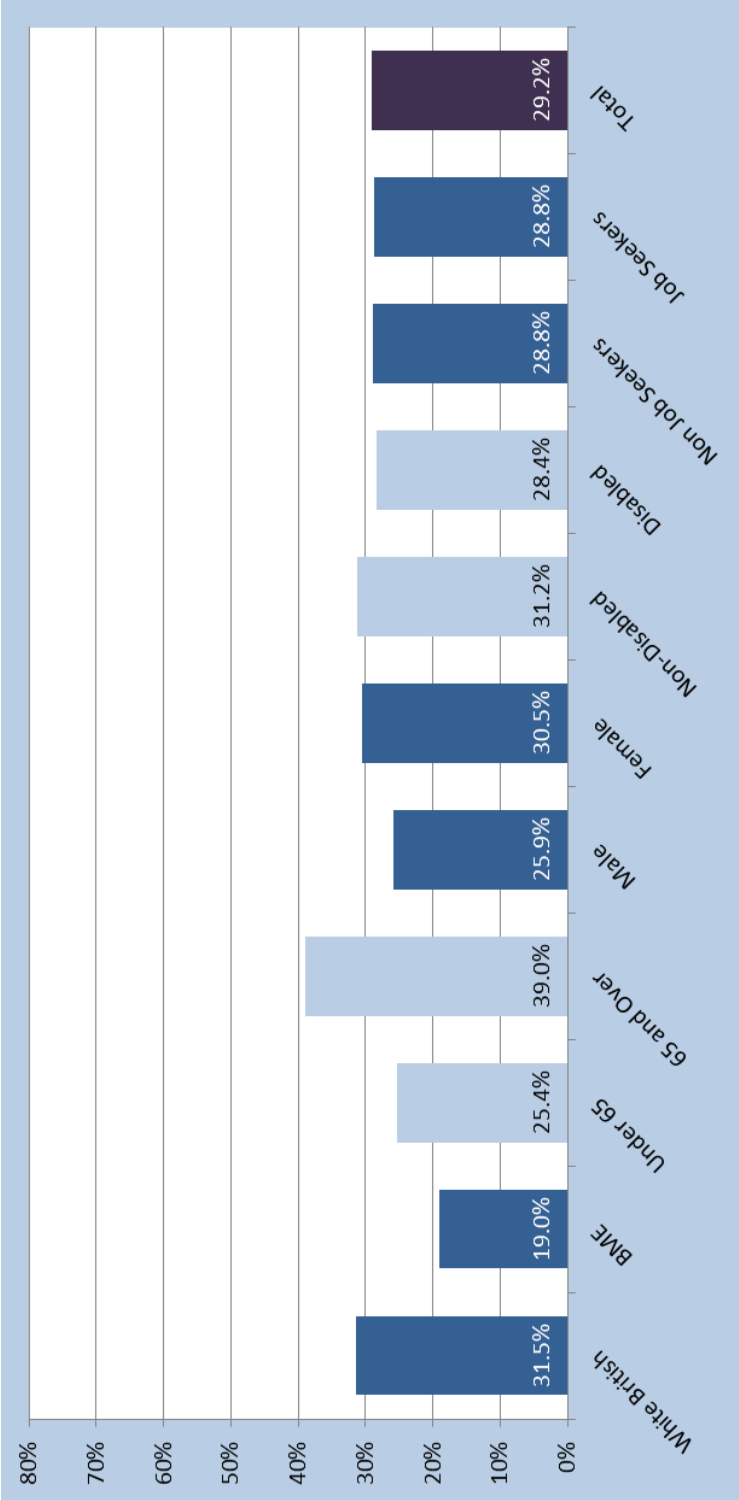
- Relatively small sample sizes means these figures should be treated with some caution.

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7.3 Independent libraries

Figure 22 independent libraries positive responses to needs assessment
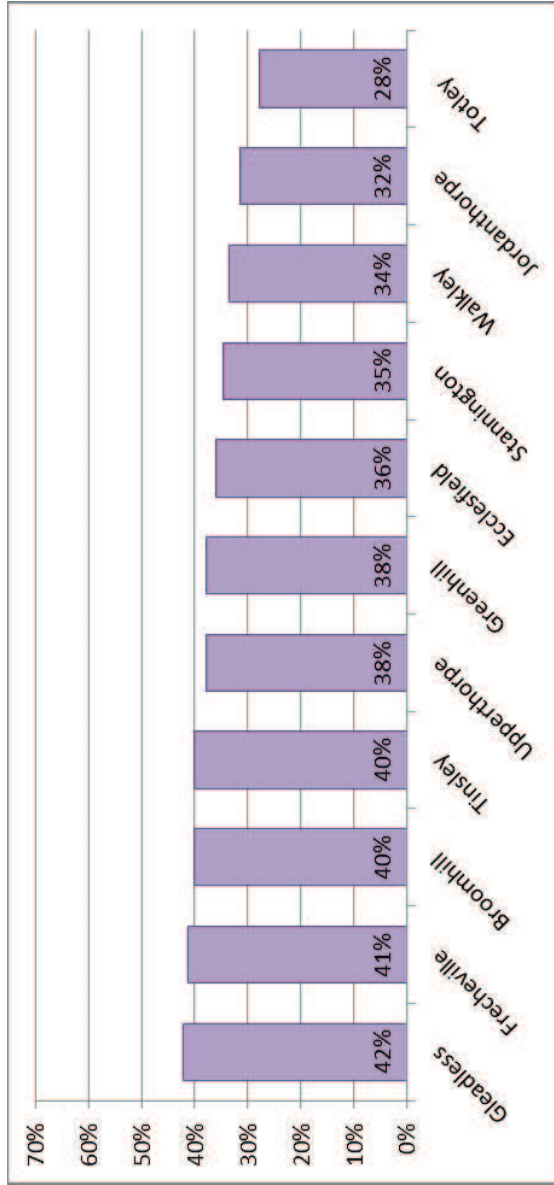
- It should be noted that some libraries had a larger % of their registered library users completing the survey e.g. Totley had 13.6% of its RLU's responding whilst Jordanthorpe only had 2.8% of its RLU's responding.
- Several of these libraries also contributed additional material in the form of petitions, surveys, and comments outside of the survey.

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Figure 23 independent libraries positive responses to needs assessment by equality groups

Group	Percentage
Total	35.7%
Job Seekers	34.7%
Non Job Seekers	36.6%
Disabled	32.3%
Non-Disabled	37.6%
Female	36.3%
Male	36.4%
65 and Over	37.4%
Under 65	35.9%
BME	34.7%
White British	36.6%

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Figure 24 independent libraries positive responses to overall proposals

Library	Percentage
Jordanthorpe	33%
Tinsley	30%
Gleadless	27%
Upperthorpe	24%
Broomhill	23%
Frecheville	23%
Ecclesfield	22%
Greenhill	20%
Stannington	18%
Walkley	18%
Totley	12%
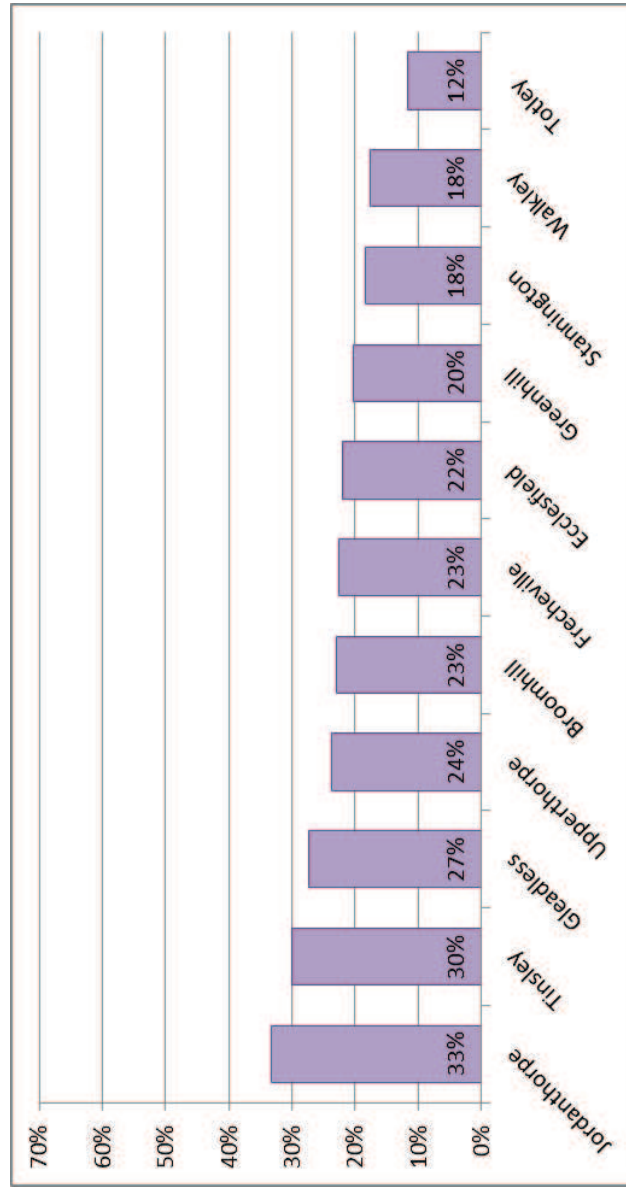
Figure 24 independent libraries positive responses to overall proposals by equality groups

Equality group	Positive response
White British	20.6%
BME	19.7%
Under 65	19.3%
65 and Over	23.5%
Male	20.7%
Female	20.4%
Non-Disabled	21.0%
Disabled	19.3%
Non Job Seekers	20.5%
Job Seekers	23.4%
Total	19.9%
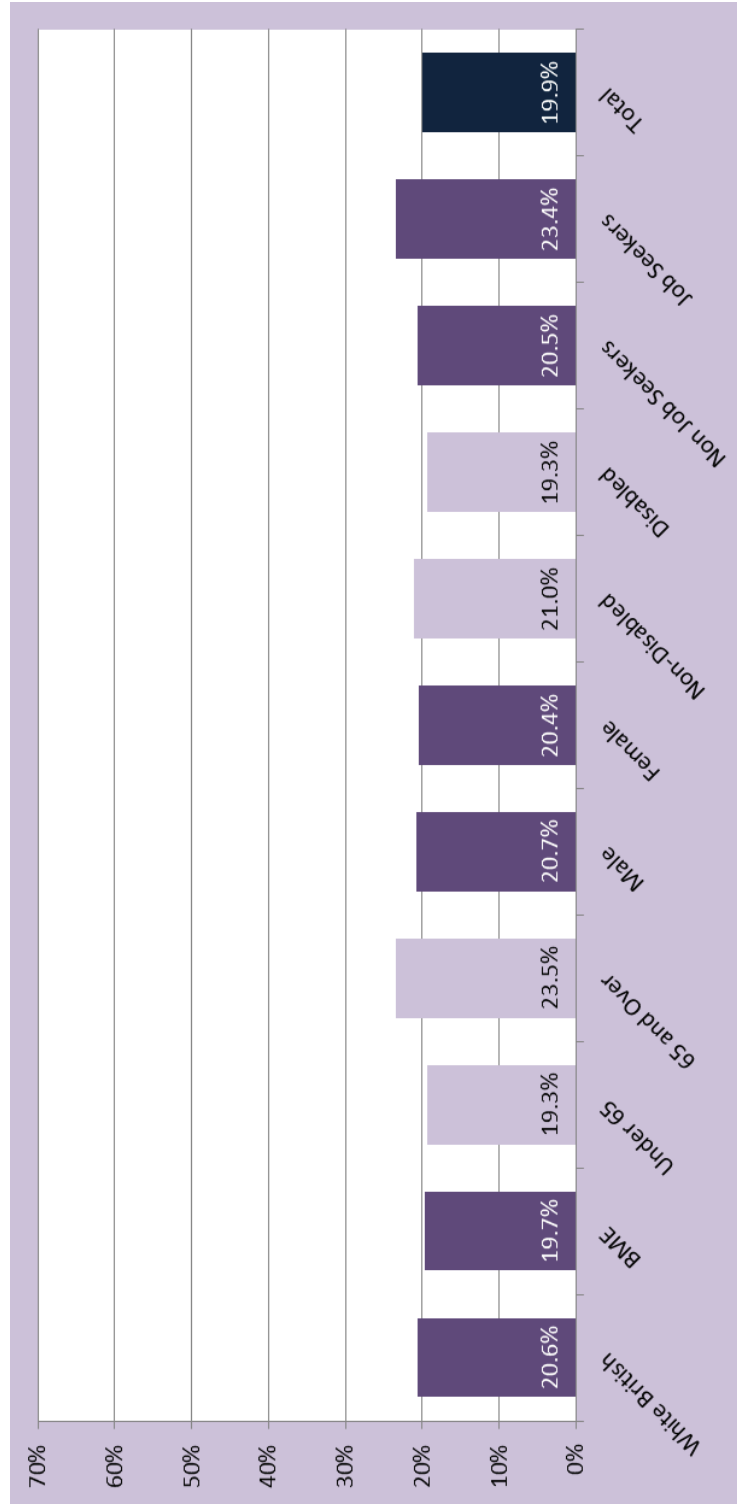
Figure 25 independent libraries positive responses to independent library proposal

Library	Positive Response
Stannington	44%
Frecheville	41%
Totley	41%
Ecclesfield	40%
Gleadless	38%
Broomhill	38%
Upperthorpe	36%
Greenhill	36%
Tinsley	36%
Jordanthorpe	35%
Walkley	34%

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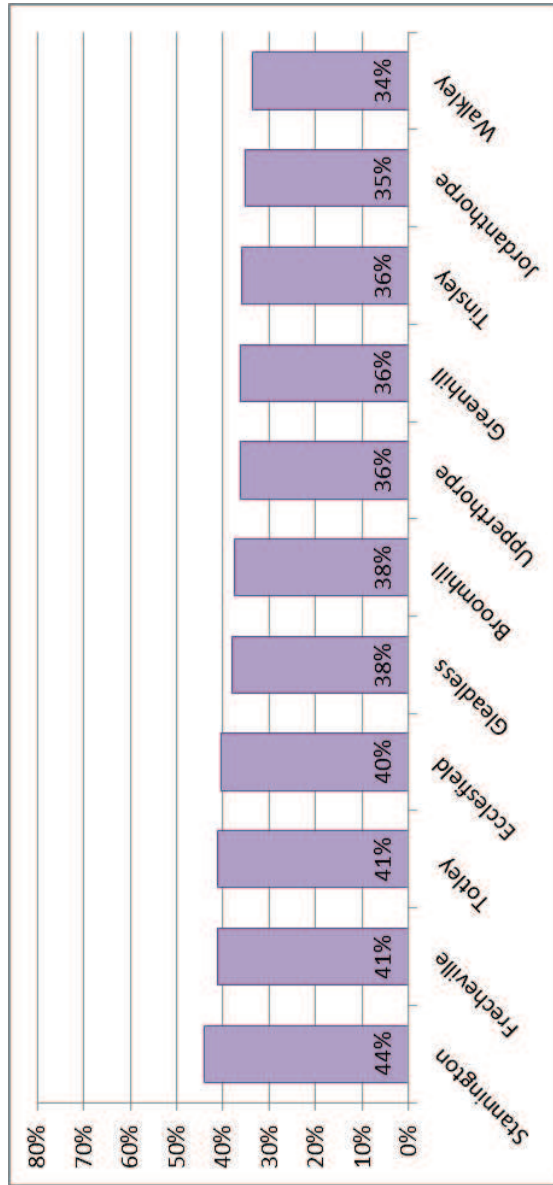
Figure 26 independent libraries positive responses to independent library proposal by equality group

Equality group	Percentage
White British	36.6%
BME	20.0%
Under 65	29.3%
65 and Over	46.8%
Male	33.2%
Female	33.6%
Non-Disabled	34.4%
Disabled	38.2%
Non Job Seekers	33.3%
Job Seekers	32.2%
Total	33.6%
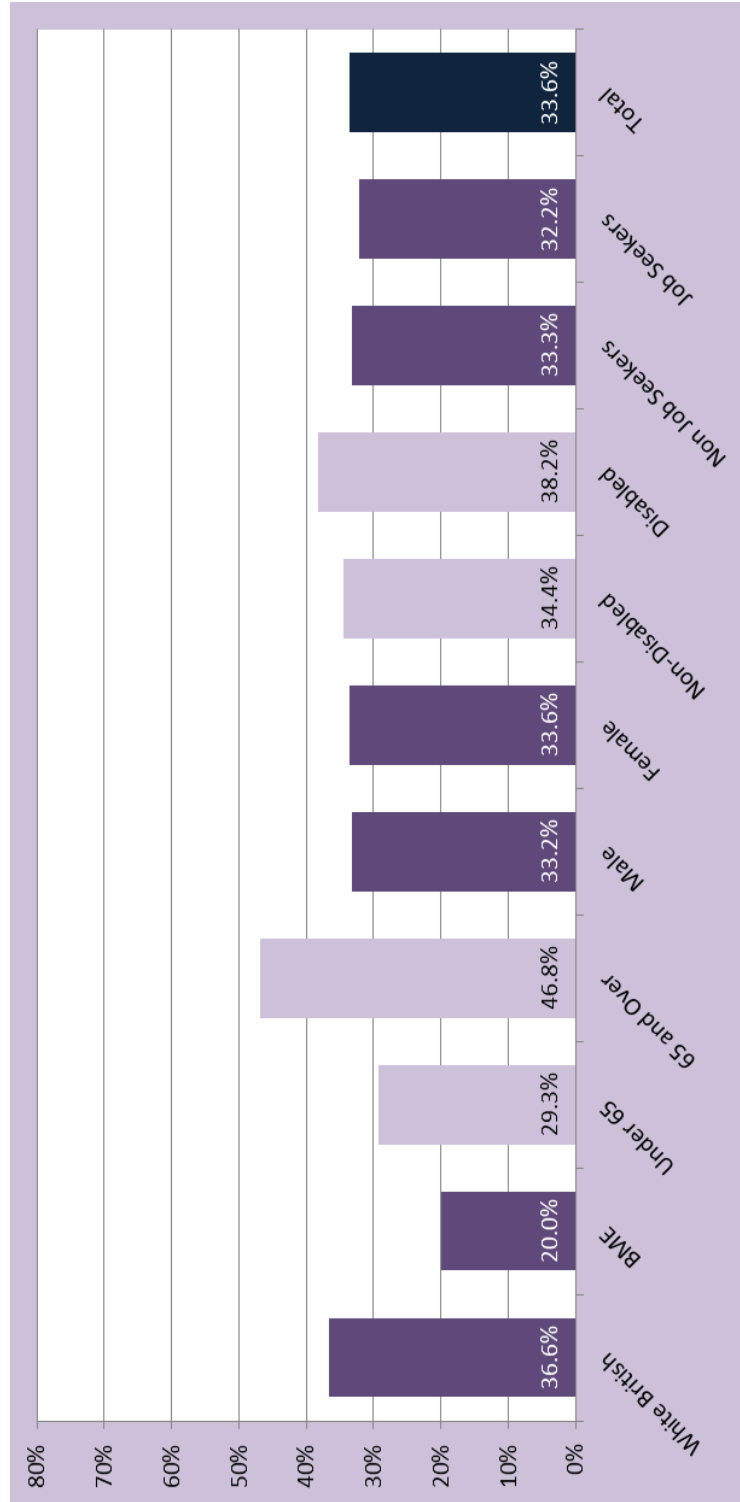
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Appendix C continued

Library Review Consultation Report
Appendices

Appendix 1

Consultation Events for Library Review Consultation Oct 13 – Jan 14

Aim of the Consultation

- To fully explain and gather opinion on the library review proposals with a wide variety of Sheffield citizens covering different geographical locations and protected and minority groups.

Approaches taken to generate feedback

- Opportunity for citizens to contribute their feedback in a variety of ways; including an online questionnaire available on Sheffield City Council website, telephone or email the Quality Team to give feedback, host a focus group with client group with support from quality team, quality team lead on facilitating focus group, quality team present at events/large venues to engage with the general public and 1-1 appointments available with quality team. The following are events planned and facilitated by the quality team:

Organisation / Event	Geographic al Location	Group type	Approach	Date
50+ Group	All areas	Older citizens	Presentation and Q&A session facilitated	15/10/13
People's Parliament	All areas	Learning Disabilities	Awareness raising of how to contribute to consultation	18/10/13
LD Partnership Board	All areas	Learning Disabilities	Given information to disseminate with clients	21/10/13
Sheffield Jesus Centre Church group	Broomhill / central	Mental Health/ Learning Disabilities	Presentation and Q&A session and drop in 1-1 apts.	02/11/13

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Organisation / Event	Geographical Location	Group type	Approach	Date
Carers Health & Well Being Event	All areas	Carers	Article in carers newsletter and attendance at event to distribute surveys	08/11/13
Shout session	All areas	LGBT	Offered to facilitate a focus group. Group organiser disseminated information sent instead	Oct 13
Disability Sheffield – the Centre for Independent Living	All areas	Disabled adults	Offered to facilitate a focus group. Group organiser disseminated information sent instead	Nov 13
Chinese Community Group	Highfields	Local Chinese Community	Offered to facilitate a focus group but they are happy to run their own group and give feedback.	Nov 13
Howden House First Point	Central	All	On site consultation to 45 people – 32 took postcards & 13 took paper surveys	18/11/13
HealthWatch Launch Event	Central	All	Facilitating a stall to engage interested people in consultation	18/11/13
SAVE Event	All areas	Vulnerable & excluded adults	On agenda to talk about consultation and Q&A to promote taking part	22/11/13
SCC Black Workers Forum	All areas	BME communities	On agenda to talk about consultation and Q&A to promote taking part	25/11/13
Social Studies Group	Stocksbridge	Stocksbridge & Deepcar Townswomen Guild	Presentation and Q&A session facilitated	25/11/13

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Organisation / Event	Geographical Location	Group type	Approach	Date
Crystal Peaks First Point	South East	All	Pop up consultation	26/11/13
Sheffield Foyer	Norfolk Park	All	Facilitated a stall at their Christmas Fayre	29/11/13
Arbourthorne Health Centre	Arbourthorne	All	Facilitated a stall at their Christmas Fayre	04/12/13
Sheffield Parent Carer Forum	All areas	Parents of disabled Children	Article in newsletter – no interest in focus group	03/12/13
Partners for Inclusion (PFI)	All areas	Disabled adults	Article in newsletter and distributed to all members	09/12/13
Parental Assembly	All areas	Parents/carers	Offered to facilitate a focus group through article in their newsletter – no interest, but advertising opportunity again in new bulletin	18/12/13
Sheffield Futures & CYP Involvement Team	All areas	Children & Young People	Commissioned CYP Involvement team and Sheffield Futures to carry out 5 focus groups with under 12 year olds (152) and 5 focus groups with over 12 year olds (164)	All completed by 18/12/13
SUFA	All areas	Learning disabilities	Presentation and Q&A session facilitated by Quality Team and facilitated group response to proposals	19/12/13

Proposals for the future of Library Services in Sheffield

We want to hear your views about the future of library services in Sheffield. We want to hear from everyone, whether or not you use library services.

This document explains the library proposals so should be read before you complete the survey.

A frequently asked questions document is also included.

You can respond to the consultation in the following ways:

- Complete a survey on-line available at www.sheffield.gov.uk/libraryreview
- Email: libraryreview@sheffield.gov.uk to request a paper copy of the survey to complete and return Freepost
- Telephone 0114 2735299 to complete a survey over the phone, or to request alternative formats or in other community languages
- Collect and complete a paper survey in any library or First Point
- Libraries can be located by going to www.sheffield.gov.uk/libraries
- First Points can be located by going to www.sheffield.gov.uk/firstpoint
- Telephone 0114 2735299 to enquire about being involved in a focus group
- Attend drop-ins and targeted focus groups
- Contact us regarding us coming to talk to your group

FREEPOST address to return the survey to:

The Quality Team
Corporate Mail Facility
FREEPOST NEA5527
Town Hall
Sheffield
S1 2ZZ

The consultation ends on Friday 10 January 2014

Background

During summer 2012 we held a consultation about the future of the Library Service in Sheffield, 'Have your say on Sheffield's Library Services'. We consulted on how library services can change to make them fit and affordable for the future and to meet people's aspirations and needs across the city.

We will shortly start the next part of the consultation process and will seek your views and opinions on more detailed proposals.

The main reasons for these proposals are:

- The way people use library services in Sheffield is changing. The introduction of new technology has brought in new customers and a demand for new services, whilst at the same time we are experiencing a decline in book borrowing
- To have an affordable library service within budget
- There are fewer people using both community libraries and mobile library services.

We want to create a new structure for the library service that takes into account future requirements and one that is affordable, so we will be consulting widely on these new proposals.

These proposals are part of the overall plan for how Sheffield City Council uses its resources. We have a duty to provide a comprehensive and efficient library service and also to have a balanced budget. We cannot afford to provide the same level of financial support for the Libraries as we have in the past. We need to make a saving in the library budget of £1.669 million for 2014/15 and 2015/16.

What you told us in the first consultation:

Consultation and research has highlighted the desire for and benefits of libraries running as 'community hubs'. A community hub is the term we're using to describe a library where local people can access a range of council services, advice and community activity from one place.

Listed below are the most popular answers to all questions asked in the first consultation. The results are based on overall opinion across the city from all groups. The results vary slightly from different parts of the city and from different groups of people; hence these findings represent the views of most people of Sheffield who contributed to the consultation:

- Most preferred time to visit a library was identified as Saturday morning
- Most important service identified was the quality and choice of books
- Protecting the range of services and materials was the most important aspect in the context of reducing budget
- Most preferred commercial activity in libraries is a coffee bar
- Younger people were influenced by access to technology in libraries whereas older people were not influenced by this
- Overall people supported the idea of partnerships in libraries
- People supported using volunteers in libraries as long as they weren't replacing paid staff.
- The top idea to make savings was increasing fees and charges.
- Additional services found most useful were advice centres.
- Services people are willing to pay for were DVDs and CDs.
- People would use libraries more if there were downloadable e–books available.

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- Services should be developed to support more activities for children & young people – such as toddler groups, homework clubs & encouraging reading.

We have used these results to develop the proposals for the libraries; for example we are proposing to work in partnership to provide community led libraries.

The full report of the first consultation is available at www.sheffield.gov.uk/libraryreview

This second consultation

The consultation follows a decision by the Executive Director of Communities to consult on the new proposals to create a new structure for the library service. The report about the decision is available at www.sheffield.gov.uk/libraryreview

The second part of the consultation will run from October 2013 until January 2014 and will find out your views on the proposals

We want to know what your views on the proposals are:

- Do you agree with the proposals?
- What the impact of the changes in the proposals will be on you if they are made?
- Do you have alternative proposals to the ones that have been made?

To make sure that we are making well informed decisions, and that we are following Government guidance on how we should do this, we have gathered together a wide range of information about the libraries and the communities they serve. This is called the 'Needs Assessment'. The Libraries that we propose will still receive full Council support have been identified by the needs assessment

Some of the information we have looked at in developing the needs assessment includes:

- All registered library users registered in community libraries who have used the service since April 2010
- The total number of people visiting libraries in the last financial year
- The total number of books and other resources borrowed from each library
- Location of nearest alternative library
- Proportion of low attaining pupils by library catchment areas
- Travelling distances between libraries to ensure geographical coverage

To find out more about the needs assessment used, you can view this information online at www.sheffield.gov.uk/libraryreview, or email libraryreview@sheffield.gov.uk or telephone 0114 2735299 to request a copy of this document.

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What happens after the consultation?

Prior to any decisions being made, we will ensure we act fairly and meet our Public Sector Equality Duty by paying due regard to equalities issues. We meet this responsibility by undertaking equality impact assessments. These will determine whether there are any disproportionate impacts on groups protected by the Equality Act 2010. This will include checking for example – that disabled people, women & children, black & minority ethnic groups are not more affected than everyone else. Where necessary we can take actions to lessen any impacts.

A copy of the initial Equality Impact Assessment on the proposals is available at www.sheffield.gov.uk/libraryreview or by telephoning 0114 2735299. The assessment will be updated as necessary throughout the consultation.

A report will be written about the results of the consultation and decision makers will take this into account when they decide about the proposals.

The Proposals

1. Central Library

The Central Library will continue to be open 6 days a week. It will be open for 45 hours during the week which is a reduction of 1 evening and 1 afternoon. It will continue to offer a range of lending opportunities for all ages, local studies, information services, library theatre, art gallery and café.

2. Hub Libraries

We will retain the 11 libraries listed below as hub libraries. These will be run as community hubs, where local people can access a range of council services, advice and community activity from one place. All will open 31 hours per week and be located in communities across the city.

Hub libraries will be accessible by public transport and conveniently located amongst other services and shops. We will liaise with other council services and voluntary sector partners to ensure the 'hub' mix of services provided reflects the needs of local people as much as possible.

Library space is regarded as a safe and welcoming environment and this will be maintained. Hub libraries will be funded and staffed directly by the Council and we will encourage volunteers who would be willing to help extend opening hours.

Applying the approach described above the 11 hub libraries which will be open for 31 hours per week are:

1	Chapeltown
2	Crystal Peaks
3	Darnall
4	Ecclesall
5	Firth Park
6	Highfield
7	Hillsborough
8	Manor
9	Parson Cross
10	Stocksbridge
11	Woodseats

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The central library and hub libraries together will, we believe, enable us to provide a comprehensive and efficient service.

3. Community Led Libraries

In addition to the 11 hub Libraries and central library, we expect to be able to fund running costs and support (but not staff) for up to 5 community-led libraries. We will need interested groups to come forward to run the community led libraries. Support will be given by council library staff to help groups set up and sustain their library.

We will also continue to fund and staff Tinsley Library * for 21 hours per week and provide a staff member until the rental agreement expires in 2016, rather than waste resources paying for an empty building.

We will have a city wide way of connecting the hub libraries with community-led libraries and will try to introduce groups seeking to run community-led libraries to partners who may be able to support them in different ways.

In February 2013 we invited individuals, groups and organisations to register an interest in supporting community-led libraries. This helped us to understand more about how we can work together with partners. We are continuing to discuss possible options with partners.

Libraries eligible to be delivered as community-led libraries are listed below in alphabetical order:

Broomhill
Burngreave
Ecclesfield
Frecheville
Gleadless
Greenhill
Jordanthorpe
Newfield Green
Park
Southey
Stannington
Tinsley *
Totley
Upperthorpe
Walkley
Woodhouse

We will prioritise support to the first 5 libraries by demographic needs, provided there are interested community groups able to help run them. These 5 libraries are:

Burngreave
Newfield Green
Park
Southey
Woodhouse

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4. Independent Libraries

The libraries above which do not become community-led libraries are likely to be closed, though the final recommendations will be informed by the consultation.

However, there is a further option for these libraries to become independent libraries without Council support or funding if independent groups are interested and able to run them.

5. The Mobile Library Service

There are two mobile library service vehicles but generally only one is in use at a time. Use of the service is low and declining and the cost of the service is high compared with other libraries. Therefore it is proposed to close the mobile library service. If an independent organisation was able to run the mobile library service we would consider this.

6. The Home Library Service

The Home Library Service offers an important service for people who are unable to visit a library and do not have any help to do so. The Home Library Service will continue to be available for people who need it.

The ageing population of Sheffield is likely to increase demand for this service so it is an important service to retain and support. We aim to develop and expand this service through a volunteer scheme in addition to paid staff.

As this service is delivering to vulnerable people in their own home, we will ensure safeguarding procedures are in place as well as training, support and supervision. Where volunteers are used, this will be with the approval of the people using the service.

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Frequently asked Questions for Library Review Consultation

Q. What is the consultation about?

We are consulting on the new proposals affecting the future of the Library Services in Sheffield. The proposals are available to read at: www.sheffield.gov.uk/libraryreview . We want to communicate these proposals to as many residents of Sheffield as possible and ask for your feedback on these.

Q. How can people contribute to the consultation?

The consultation will start in October 2013 and close on 10 January 2014. You can complete an online survey at www.sheffield.gov.uk/libraryreview or collect a paper copy of the survey at any library or First Point. You can also give us your feedback over the telephone or request a paper copy to be posted to you by telephoning 0114 273 5299. The address to return the survey to is: The Quality Team, Corporate Mail Facility, FREEPOST NEA5527, Town Hall, Sheffield, S1 2ZZ.

Q. What will happen to all the feedback given in the surveys?

All the comments and feedback received will be given to decision makers before any decision is finally made about the future of libraries. The report will be made available on the Council website and paper copies will be available on request.

Q. The survey mentions hub and community libraries. What are these? What's the difference between hubs and community libraries?

The 11 hub libraries have been chosen by the needs assessment and will continue to receive full funding and support from the Council and will be staffed by Council employees. These libraries will continue to be developed and made fit for purpose for future needs.
We are suggesting a partnership approach for community libraries. We will ask organisations to run these libraries with volunteers. At these community libraries the Council will provide the books and computers and pay the building heating, lighting, and cleaning costs. A team of experienced library staff will also be on hand to help the volunteers if they need them.

Q. When will you close libraries?

A decision has not been made to close any libraries at the moment. Decisions will be taken about the proposals in February 2014.

Q. What about the central library? Will it stay?

The proposal that is currently being consulted on is that the central library will stay open. However, it is proposed that we reduce the opening hours by one evening and one afternoon, to 45 hours per week. Decisions will be taken about the proposals in February 2014. No changes will happen to library opening hours and services until after April 2014.

Q. What will happen to the Home Library Service?

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The Home Library Service offers an important service for people who are unable to visit a library and do not have any help to do so. The Home Library Service will be available for people who need help to live independently.

The ageing population of Sheffield is likely to increase demand for this service therefore it is an important service to retain and support. We aim to develop and expand this service through a volunteer scheme in addition to paid staff.

As this service is delivering to vulnerable people in their own home, we will ensure safeguarding procedures are in place as well as training, support and supervision. Where volunteers are used, this will be with the approval of the service user.

Q. What about the Mobile Library Service?

There are currently two mobile Library units (but generally only 1 is used at a time). The cost of the Mobile service per transaction is very high compared to other libraries. The usage is low and declining. Therefore it is proposed to close the Mobile library service, subject to consultation.   We will seek interest from organisations who may want to run the Mobile Library Service on an independent basis.

Q. What about the Archives Service?

We are committed to maintaining the archives services and there are no current proposals affecting public access to archives. Most people in the first consultation wanted to access material online. A pilot has commenced enabling staff to prioritise making more records available online. This has decreased opening hours slightly. The success of this pilot is being reviewed separately, and options for the future will be considered at a later date.

Q. How has the needs assessment been done?

To make sure that we are making well informed decisions, and that we are following Government guidance on how we should do this, we have gathered together a wide range of information about the libraries and the communities they serve. This is called the Needs Assessment.
Some of the information we have looked at in developing the proposals include:
•	All Registered Library users (RLUs) registered in the Community Library who have used the service since April 2010
•	The total number of people visiting the library in the last financial year
•	Proximity of nearest other library
•	Proportion of Low Attaining Pupils by Library catchment Area
If you would like more information about the needs assessment, please go to
www.sheffield.gov.uk/libraryerview

Q. What is the Council's budget for Library Services and what will future budgets be?

The savings in library services expenditure required in recent years have been met by reductions in front line staffing, opening hours and the deletion of back room development resources. During this time we have kept 27 libraries open in communities. The budget reduction target from 2014/15 at £1.669 million means that sufficient savings cannot be made by continuing to cut back services. We want to have an efficient, modern service which is fit for purpose. Given the resources available, this can only be achieved by re-structuring the service.

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Q. I do not use the library; can I still have my say?

Yes of course! Everyone is welcome to have their say on these proposals and we actively want to gather views from non-library users as well as library users.

Q. Is it too late to talk to the council about running a library?

No. You can still express your interest in running a community or an independent library. The council are facilitating conversations about this during the consultation period. Please email libraries@sheffield.gov.uk to formally express your interest.

Q. What if I do not understand these proposals?

You can contact the Quality Team in Business Strategy who are leading on the consultation. Telephone 0114 2735299 or email libraryreview@sheffield.gov.uk and a member of the team will help you to understand these proposals.

Q. Will there be any impact on library staff?

Yes, it is proposed that approximately 75 full time equivalent posts will be lost out of 187.

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Appendix 2.2

Questions from Library Review Survey

1. Are you a library user?

2. Which library service / location do you use the most?

3. What do you use the library for?

4. What will you do if the library you use most closes?

5. Are you satisfied that we have taken into account the right things to inform the proposals?

6. If you did not answer 'yes', please tell us what your reservations are, if any?

7. Overall, what do you think of the proposals?

8. If you did not answer 'fair and reasonable', please tell us what your reservations are, if any.

9. Do you agree with the proposal to reduce the opening hours of the Central Library by one afternoon and one evening?

10. If you did not answer 'yes' please tell us what your reservations are, if any.

11. Do you agree with the proposal to have 11 hub libraries?

12. If you did not answer 'yes', please tell us what your reservations are, if any.

13. Do you agree with the proposal to have up to 5 community-led libraries?

14. If you did not answer 'yes', please tell us what your reservations are, if any.

15. Do you agree with the proposal to have any remaining libraries run by independent groups?

16. If you did not answer 'yes', please tell us what your reservations are, if any.

17. Do you agree with the proposal to develop and expand the Home Library Service by the use of volunteers?

18. If you did not answer 'yes', please tell us what your reservations are, if any.

19. Do you agree with the proposal to close the Mobile Library Service?

20. If you did not answer 'yes', please tell us what your reservations are, if any.

21. If there are things we could do to lessen any potential concerns you have, let us know what they are.

22. Finally, do you have alternative ideas or suggestions or any other comments?

Questions 7,8,21 & 22: These questions had free text boxes only with no predetermined list of reservations. All other questions had a list as well as a free text box.

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Have your say
Future of Library Services

Easy read information and survey

Why does the Library Service need to change?

The Law says that Councils need to make sure there is a library service for everyone. It also needs to be good value for money.

The main reasons for changing Sheffield's Library Services are:

- People are using libraries in a different way now. People aren't borrowing books as much as they used to but they are going in to use other services like computers and the internet.
- We have less money.
- There are less people using libraries and the mobile libraries.

In August 2012 we asked people in Sheffield for ideas about how we could do things differently.

The Council has listened to what people have said. They have got a lot of information about libraries and the communities they serve. We call this a needs assessment.

We have got some ideas on what to do with the libraries in Sheffield. We want to make sure people can use them and this will also help us save money.

Our Ideas
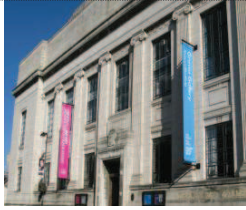
1. Central Libraries

Central Library will be open 6 days.
It will be open for 45 hours a week.
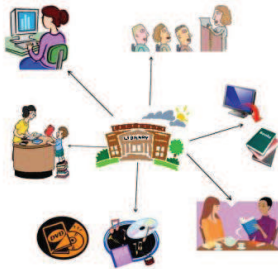
2. Hub Libraries

There would be 11 libraries across the city where you can come and use lots of services and get advice.

The libraries will be open 31 hours over a week.

The Hub Libraries will be in:

12   Chapeltown
13   Crystal Peaks
14   Darnall
15   Ecclesall
16   Firth Park
17   Highfield
18   Hillsborough
19   Manor
20   Parson Cross
21   Stocksbridge
22   Woodseats

3. Community Led Libraries

There could be 5 'Community-led Libraries' if there are people who are interested and able to run them.

The Council will pay for the running costs but not staff costs.

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Libraries that might deliver 'Community Led Libraries' are:

Broomhill	Park
Burngreave	Southey
Ecclesfield	Stannington
Frecheville	Tinsley*
Gleadless	Totley
Greenhill	Upperthorpe
Jordanthorpe	Walkley
Newfield Green	Woodhouse

*Tinsley will stay open 21 hours a week until 2016 because we have agreed to rent the building until then.

The libraries the council are thinking might become community led libraries are:

Burngreave, Newfield Green, Park, Southey and Woodhouse.

4. Independent Libraries

If a library doesn't become a 'Community Led Library' then it might have to close.

One last idea would be to get these libraries run by people who are interested and able to. But they wouldn't get any support from the Council.

5. The Mobile Library Service will close.

This service is not used by many people. If another organisation was able to run the mobile library service we would think about this.

6. The Home Library Service

This would be available for people who can't get to a library.

How you can have your say

You have until Friday 10 January 2014 to tell us what you think.

Here's how you can tell us what you think:

Online at **www.sheffield.gov.uk/libraryreview**

Email Libraryreview@sheffield.gov.uk

Or talk to us by **telephone** on 0114 2735299.

Fill in a paper survey in any library.

Fill in a paper survey at First Point.

Ask us to come and talk to your group about our ideas.

Return your completed survey using this **freepost address** (you don't need a stamp):

Freepost NEA 5527
Quality & Development Team
Corporate Mail Facility
Town Hall
Sheffield
S1 SZZ

Or you can take it to any library or First Point.
www.sheffield.gov.uk/firstpoint

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Changes to Library Services

Have Your Say

1. Do you use a library? (tick a box)

☐ Yes

☐ No (if you've ticked this one, go to question 5)
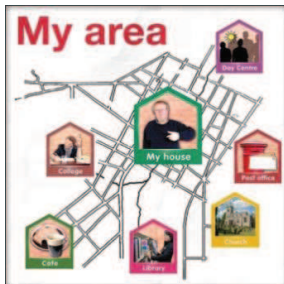
2. Which library service/location do you use now? (you can tick more than one box)

☐ Burngreave
☐ Broomhill
☐ Central
☐ Chapeltown
☐ Crystal Peaks
☐ Darnall
☐ Ecclesall
☐ Ecclesfield
☐ Firth Park
☐ Frecheville
☐ Gleadless
☐ Greenhill
☐ Highfield
☐ Hillsborough
☐ Jordanthorpe
☐ Manor

☐ Newfield Green
☐ Park
☐ Parson Cross
☐ Southey
☐ Stannington
☐ Stocksbridge
☐ Tinsley
☐ Totley
☐ Upperthorpe
☐ Walkley
☐ Woodhouse
☐ Woodseats
☐ Mobile Library Service
☐ Home Library Service
☐ Archives

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3. **What do you use the library for?** (you can tick more than one box)

- ☐ Borrowing books for adults
- ☐ Borrowing books for children
- ☐ Reading books/ newspapers in the library
- ☐ Printing and photocopying
- ☐ Borrowing CDs/DVDs
- ☐ Access to archives
- ☐ Access to computers and the internet
- ☐ Job searching and volunteering opportunities
- ☐ Meeting people
- ☐ Room hire
- ☐ Clubs/activities
- ☐ Education and learning
- ☐ Advice & guidance e.g. Councillors surgery, credit union
- ☐ Access to other services
- ☐ Other

Is there anything else you use the library for?

4. **What will you do if the library you use most closes?** – (you can tick more than one box)

- ☐ This doesn't affect me. My library is staying open
- ☐ Go to your next nearest library
- ☐ Go to another hub library
- ☐ Use a school library
- ☐ Use computers elsewhere
- ☐ Use the Central library in the city centre
- ☐ Stop using libraries and lose access to facilities available in libraries
- ☐ Buy books/CD's/DVD's or get them electronically e.g. Kindle, iTunes, Love Film
- ☐ Have another way of meeting my needs
- ☐ Not sure
- ☐ Other

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Is there anything else you would do if the library near you closed?

We thought about these things when writing down our ideas:

- How many people visited a library
- How many books were borrowed at a library
- We also thought about what people in different areas needed
- We looked at the distance between all the libraries

5. Do you think we have thought about everything?

☐ Yes
☐ No
☐ Not sure

Is there anything else we should have thought about?

6. What do you think about all our ideas?

☐ Fair and reasonable
☐ Fair and reasonable with some doubts
☐ Not fair and reasonable
☐ Not sure

Is there anything else you would like to say about our ideas for the library service? (You can use another piece of paper if you run out of space)

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Appendix 2.4

Summary of Statistical Significance

The statistical method used to determine if any differences observed between the responses from different groups of people were deemed significant or not was the **z-test for two population proportions**.

The sample used for the survey was not random and, as such, the views expressed by the different groups cannot be said to be truly representative of the group as a whole, only of those who responded to the consultation.

The formula used is as follows:

$$\frac{(\bar{p}_1 - \bar{p}_2) - 0}{\sqrt{\bar{p}(1 - \bar{p})\left(\frac{1}{n_1} + \frac{1}{n_2}\right)}}$$

$\bar{p}_1$ The proportion of the first population that made the particular choice e.g. % of males who responded "Fair and Reasonable" with or without reservations

$\bar{p}_2$ The proportion of the second population that made the particular choice e.g. % of females who responded "Fair and Reasonable" with or without reservations.

$\bar{p}$ The total proportion of both populations that made the particular choice

n_1 The total number of people in the first population, e.g. total male respondents

n_2 The total number of people in the second population e.g. total female respondents

This formula calculates the 'z-value', which then equates to a 'p-value', which is the probability that any differences observed between the responses of two groups could have occurred purely by chance. For the purpose of this process, it was decided to accept as significant any differences where the likelihood of them having occurred by chance was less than 5% (where $p < 0.05$).

Example

Question 11

Disability - Disabled Vs Non-Disabled

Most Affected Only

	Total Pop	Number Responding Positively	% Responding Positively	Number not responding positively
Disabled	98	43	43.9%	55
Non Disabled	830	458	55.2%	372
Total	928	501		427

$(\bar{p}_1 - \bar{p}_2) - 0$	0.113031719
$\bar{p}$	0.53987069

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1-p̄	0.46012931
1/n₁	0.01020408
1/n₂	0.001204819
Z-Value	2.123213188
p-Value	**0.033735991**

P < 0.05, therefore, the differences can be seen as being significant i.e. we accept that there are differences between the responses of disabled and non-disabled respondents for this question.

It should be noted that the **Pearson's Chi-square test for Independence** would produce the same results as the z-tests used in the analysis:

$$X^2 = \sum_{i=1}^{n} \frac{(O_i - E_i)^2}{E_i}$$

O   Observed frequency - or the number of people who responded in a particular way

E   Expected frequency - the number of people we could have expected to respond in a particular way, based on their frequency in the population

Appendix 3

Consultation Equality Impact Assessment

Sheffield City Council
Draft Equality Impact Assessment

Name of policy/project/decision: Libraries Review

Status of policy/project/decision: Existing

Name of person(s) writing EIA: Melanie Rice & Nick Hoult

Date: 19/08/13   **Service:** Business Strategy, Quality Team

Portfolio: Communities

What are the brief aims of the policy/project/decision? To consult on new proposals regarding the future development of Libraries in Sheffield

Are there any potential Council staffing implications, include workforce diversity? No

> Under the Public Sector Equality Duty, we have to pay due regard to: "Eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations." More information is available on the council website

Areas of possible impact	Impact	Impact level	Explanation and evidence (Details of data, reports, feedback or consultations. This should be proportionate to the impact.)
Age	Negative	Medium	In the first library review consultation, 5% of respondents were from children and young people which was indicitive of normal response rates for this group. However, 0-14 year olds represent 17.1% of thr overal population of Sheffield, which is 552,698; and 15-19 year olds represent 7.7%, totaling 24.8% for 0-19 year olds. Therefore to give this group more opportunity to respond, we have commissioned CYP Involvement team to carry out 5 focus groups with under 14 year olds and 5 focus groups with over 14 year olds, spread geographically across the city to analyse any changes depending on deprivation/affluency. Library membership takes a

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Areas of possible impact	Impact	Impact level	Explanation and evidence (Details of data, reports, feedback or consultations. This should be proportionate to the impact.)
			significant drop when children turn 13, one reason being primary schools register all their pupils and secondary schools don't. 20 - 65 year olds make up 59.6% and 65-90+ year olds make up the remaining 15.6% of the polulation of Sheffield.
Disability	Negative	High	In first consultation, 8.5% of respondents were disabled. Overall disabled people make up 19% of the population of Sheffield. Therefore in the second consultation we are targeting disabled groups to facilitate focus groups to represent their views.
Pregnancy/maternity	Neutral	Low	We don't anticipate there will be any disproportionate impact on this group so this group will not be included on the equality monitoring form or have targeted engagement in this consultation.
Race	Negative	High	In first consultation, 4.5% of respondents identified themselves as BME, which is indicitive of normal response rates for this group. However, BME groups represent 19.2% of the population of Sheffield so to give this group more opportunityi to respond, in the second consultation we are targeting BME groups to facilitate focus groups to represent their views. The 4 largest BME groups in Sheffield who will be targeted are Pakistani (4%), Black African (3.6%), Arab (1.5%) and Chinese (1.3%).
Religion/belief	Neutral	Low	We don't anticipate there will be any disproportionate impact on this group so this group will not be included on the equality monitoring form or have targeted engagement in this consultation.
Sex	Negative	Medium	In first consultation, 30% of respondents identifed themselves as male which is indicitive of normal response reates for this group. 48% of Sheffield residents are male and overall 40% of library users are male.
Sexual orientation	Neutral	Low	We don't anticipate there will be any disproportionate impact on this group so this group will not be included on the equality monitoring form or have targeted engagement in this consultation.
Transgender	Neutral	Low	We don't anticipate there will be any disproportionate impact on this group so this group will not be included on the equality monitoring form or have targeted

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Areas of possible impact	Impact	Impact level	Explanation and evidence (Details of data, reports, feedback or consultations. This should be proportionate to the impact.)
			engagement in this consultation.
Carers	Negative	Medium	This was not recorded in first consultation, however, we will target a carers group to facilitate a focus group to generate their views to these proposals as approximately 12% of the adult population of Sheffield are carers (1 in every 8 adults).
Voluntary, community & faith sector	Negative	Medium	This was not recorded in first consultation, however, we will target voluntary and community groups to generate their views to these proposals
Financial inclusion, poverty, social justice:	Negative	High	This was not recorded in first consultation, however, we will target our contacts with SAVE to raise awareness of this consultaiton with agencies who support people living in poverty
Cohesion:	Neutral	Low	This was not recorded in the first consulation
Other/additional:	-Select-	-Select-	

Overall summary of possible impact (to be used on EMT, cabinet reports etc):

Review date: 21 Oct 13   **Q Tier Ref**   **Reference number:**

Entered on Qtier: No   **Action plan needed**: No

Approved (Lead Manager): Kate Register   **Date:** 03.09.13

Approved (EIA Lead person for Portfolio): Phil Reid **Date:** 03.09.13

Does the proposal/ decision impact on or relate to specialist provision: yes

Risk rating: High

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Action plan

Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
-Select-		
Age	Commissioned CYP involvement team to carry out consultations with 150 children at primary schools. Also commissioned Sheffield Futures to carry out consultations with over 11 year olds at secondary schools and youth clubs/centres. Also carried out focus groups with 50+ group and womens guild group to raise awareness of this consultation with older people	Weekly monitoring of responses to consultation carried out. Regular meetings held with these teams and progress requested from quality team during cons period. Given deadline of 13 Dec to submit their cons report and agreed format beforehand. As at 06/12/13 118 under 12 yo have been consulted with and 164 over 11 yo have been consulted with through focus groups. As at 09/12/13 77 19 and under yo have completed survey
Disability	Organised focus group with SUFA using easy read versions of survey developed by LD team. LD team have disseminated postcards to LD Partnership Board and meetings. Sent out cons materials to 31 organisations who support people with physical disabilities, 16 groups who support people with learning disabilities and 19 groups who support people with mental health disabilities. Informaiton also sent to all Special schools in Sheffield.	Weekly monitoring of responses to consultation carried out. Targeted additional groups when response rate was lower than the represented population of Sheffield. Offered to facilitate focus group with the Centre of Disability Living but no interest generated, but info still circulated to all members. As at 09/12/13 11.9% of respondents are disabled
Race	Presented information about the library review at SCC BME Forum and circulated full details to wider membership of forum. Sent cons details to 13 BME groups in Sheffield. Chinese Community Centre have sent details to all their members. CYP involvement team and Sheffield Futures targeted schools where BME pupils ratio is high to record views from all communities. Also, in areas of higher numbers of BME communities and a low response rate, we targeted GP surgeries and sent them postcards and posters to display to help raise awareness.	Weekly monitoring of responses to consultation carried out.Tried to organise focus groups through the BME Network and Somali advice centre but no interest. Offered supporting all 13 BME groups in Sheffield but no take up. As at 09/12/13 7.8% of respondents are BME
Sexual orientation	Sheffield Fututres have engaged with Fruit Bowl so have recorded views of young LGBT. Sent cons details to 38 LGBT groups in Sheffield	N/A as not asked this question on survey
Carers	Article written in Carers in Sheffield Newsletter which was sent out to all carers in Sheffield. Also disseminated cons details at carers event. Sheffield Futures have engaged with young carers as well	In cons report, young carers vews will be communicated. Adult carers were not asked to verify their status on survey so no monitoring available

Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
VCF	Sent cons details to 54 faith organisations and 404 community and voluntary organisations and asked them to disseminate informaiton to all their members and offered to facilitate focus groups with any organisations interested	Received requests to run focus groups or attend meetins as a result of this communication
Poverty	Presented LR cons details at SAVE event to 16 organisations who support homeless, excluded and vulnerable people of Sheffield. Left resources for them to disseminate with all their clients and offerd focus group with any	Recorded issues expressed at event and communicated these to library project group
-Select-		
-Select-		
-Select-		
-Select-		

Appendix 4

Petitions Received Regarding Library Review Proposals

No.	Date Received	No. of Signatures	Description	Presented To	Referred To
1	3/7/13	52	Opposing the possible closure of Ecclesall Library	Council – 3/7/13	Cllr Mazher Iqbal
2	3/7/13	504	Opposing the proposed withdrawal of funding for community libraries	Council – 3/7/13	Cllr Mazher Iqbal
3	4/9/13	173	Objecting to the threat of library closure in the Parish of Ecclesfield	Council – 4/9/13	Cllr Mazher Iqbal
4	4/11/13	991	Objecting to the possible closure of Jordanthorpe Library	Council – 6/11/13	Cllr Mazher Iqbal
5	23/12/13	2963	Objecting to the possible closure of Greenhill Library	Council – 8/1/14	Cllr Mazher Iqbal
6	23/12/13	3128	Objecting to the possible closure of Totley Library	Council – 8/1/14	Cllr Mazher Iqbal
7	24/12/13	242	Objecting to the possible closure of Park Library	Council – 8/1/14	Cllr Mazher Iqbal
8	2/1/14	155	Objecting to the possible closure of Frechville Library	Council – 8/1/14	Cllr Mazher Iqbal
9	8/1/14	2056	Objecting to the possible closure of Walkley Library	Council – 8/1/14	Cllr Mazher Iqbal
10	8/1/14	1153	Objecting to the possible closure of community libraries	Council – 8/1/14	Cllr Mazher Iqbal
11	8/1/14	1211	Objecting to the possible closure of Ecclesfield Library	Council – 8/1/14	Cllr Mazher Iqbal
12	8/1/14	1239	Objecting to the possible closure of Burngreave Library	Council – 8/1/14	Cllr Mazher Iqbal

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No.	Date Received	No. of Signatures	Description	Presented To	Referred To
13	8/1/14	1942	Objecting to the possible closure of Broomhill Library	Council – 8/1/14	Cllr Mazher Iqbal
14	8/1/14	5068	Objecting to the possible closure of community libraries	Council – 8/1/14	Cllr Mazher Iqbal
15	8/1/14	1535	Objecting to the possible closure of Stannington Library	Council – 8/1/14	Cllr Mazher Iqbal
16	8/1/14	1254	Objecting to the possible closure of Upperthorpe Library	Council – 8/1/14	Cllr Mazher Iqbal

TOTAL NUMBER OF SIGNATURES: 23,666

Appendix 5.1

Summary of Friends of Zest Children and Young People's Surveys

Zest designed and organised their own survey for children and young people who use Broomhill, Upperthorpe and Walkley libraries and received 430 responses. Surveys were completed by pupils at Westways Primary in Crookes, Netherthorpe Primary in Upperthorpe, and St. Mary's Primary in Walkley. A number of other schools (primary and secondary) were asked to distribute the survey, but chose not to. Below is a summary of findings from the survey:

- When asked 'should libraries close' 94% of children and young people who responded disagreed.
- 71% of children and young people who responded use Upperthorpe Library/Zest, 16% used Walkley and 13% used Broomhill libraries.
- If the libraries close 57% said they would stop using public libraries. This rose to 79% of secondary school children. 24% said they would go to Central library and 19% would go to Hillsborough.
- The top two ways respondents use the libraries are; 89% to borrow books and 75% for reading in the library.
- Many children use their libraries for doing homework (71% of secondary school children) and using computers (39% of all children) in addition to borrowing books and reading in the library. Young people also use the library as a safe social space.
- The most popular times to use the libraries are after school, and on a Saturday morning. 73% of use is during the daytime on week days, 41% Saturday mornings, 27% weekday evenings, 25% Saturday p.m. and 25% Sunday a.m. The extended opening hours at Upperthorpe because of co-location within Zest are valued.
- Most common ways to travel to the libraries is walking 59% and by car 34%.
- Almost 80% of library users visit their local libraries with school. For example, pupils from Netherthorpe Primary visit Upperthorpe library every Friday afternoon. 54% said they visit the library with school, 25% sometimes.
- 54% of respondents visit Upperthorpe, 24% Broomhill and 22% Walkley for school visits.
- During school visits 30% borrow books, 27% read, 28% do activities with librarians and 15% meet authors.

Summary of comments from Friends of Zest Children and Young People's Surveys

What do you love most about your local library?

- Reading/information (quiet space/inspiration/support)
- Computers
- Activities (swimming, meet authors, fun)
- Borrow books for free
- Range of books
- Safe place to do homework
- Convenience/local/safety
- Builds community cohesion
- Socialising/friendly
- Pleasant Staff
- Borrow DVDs
- Activities (swimming, meet authors, fun, chill)
- Socialising/friendly/relaxing

How would it affect you if your local library closed?

- Impact on behaviour (upset, mad, bad, sad, angry, cry, unhappy etc.)
- Impact on learning/education/support with homework
- Against closure
- Stop using the library
- Travel further/cost/inconvenience
- No access to computers or internet
- Nowhere to go/bored/waste time
- Nowhere to do homework
- Impact on community
- Travel further/cost/inconvenience
- Can't borrow books
- Impact on staff
- Loss of facilities

Appendix 5.2

Broomhill Library Action Group's Response to the Library Review Survey

- BLAG challenge the basis of the needs assessment and state the impact of branch closures has not been clearly addressed.

- Challenge the claims that the restructured service will meet

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requirements of the 1964 Libraries and Museums Act.

- BLAG presented details of barriers that library users could face if proposals go ahead.

- BLAG feel the proposed hub network will not meet needs of library users.

- BLAG are opposed to the proposed changes have put forward an alternative proposal, after reflecting on work of the Fairness Commission, that draws all Sheffield communities into a partnership with the Council with the aim of restructuring the library service.

- BLAG ask the Council to reconsider their proposals and evaluate the feasibility of giving all current branch libraries the opportunity to develop as co-produced libraries.

- BLAG do not consider that the needs assessment has been carried out on a credible or robust basis and has important omissions.

- BLAG reflected on recent CIPFA Report (CIPFA, 2012), that compares library provision across 15 authorities, and suggested it could be viewed that Sheffield is currently under-providing and at risk of failing to meet legal obligations.

- BLAG are aware that Council officers have made reference to the Wirral Inquiry but do not accept that the LA has satisfactorily dealt with important issues raised in the Wirral Inquiry Report.

- BLAG refer to research completed at the University of Sheffield in 1998, which investigated the impact of the closure of 6 Sheffield branch libraries, which found that there was a permanent reduction in usage from those communities. (Proctor, R. et al, 1998).

- BLAG refer to the Council's own Corporate Plan priorities and argue that current proposals conflict with these priorities and will mean an erosion of community resources across the city.

- BLAG conducted a survey with 290 questionnaires completed and felt results show that the library is a well-used important community resource.

- BLAG feel that
  several important indicators to rank the 27 libraries have
  been calculated incorrectly.

- BLAG have gathered extensive evidence about needs of schools and pupils.

- BLAG view the proposals as so damaging that it is difficult to envisage lessening concerns without replacing the proposals with an entirely new approach.

- BLAG reject the strategy of closing 11 local libraries all together, and placing a further 5 on an insecure financial and administrative basis.

Some specific options for consideration to preserve capacity with a view to expansion when economic circumstances permit are:

- revise the needs assessment, with support of independent experts

- investigate the potential to keep all local libraries open with reduced opening hours

- increase in voluntary staffing alongside paid, professional staff

Results from Broomhill Library Action Group Survey

1. Are you aware of the proposal to close Broomhill Library?

257 said Yes; 22 said they were not; 4 said not sure; 7 did not answered question

2. How often do you use Broomhill Library on average?

48 visited more than once month; 26 visited more than once a week; 51 visited occasionally; 51 visited once a month; 106 visited once a week; 4 did not answered question

3. How do you use Broomhill Library? (select all that apply)

261 To borrow books / cds / dvds 10 for community activities; 11 for computer/quiet place to study; 3 did not answered question

4. How do you travel to Broomhill Library?

20 by bus; 12 by bus/car; 38 by car; 152 by walking; 22 by Walking/bus; 10 by Walking/Bus/Car; 1 by Walking/Bus/Other; 27 by Walking/car; 1 by Walking/other; 2 did not answered question

5. Where do you travel from?

1 said Belsize Rd; 2 said Broomhill; 7 said Crookes; 4 said Crosspool; 3 said Fulwood; 2 said Lawson Rd; 1 said Lodge Moor; 1said Lydgate Lane; 1 said Millhouses; 1 said Nether Green; 1 said Sale Hill; 1 said Tapton School; 2 said Walkey; 1 said Whitham Road; 1said one mile away; 140 were in S10;

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11 were in S11; 1 was in S19; 7 were in S6; 2 were in S7; 97 did not answered question

6. How much does it cost you (and your family) to get to Broomhill Library?

1 said £1.50; 12 said £1.50-£3.00; 26 said Less than £1.50; 120 said Nothing; 2 said Petrol; 1said wear and tear on shoes energy; 125 did not answered question

7. How long does your journey to Broomhill Library take?

46 said 10-20 minutes; 14 said 20-30 minutes; 76 said Less than 10 minutes; 4 said Over 30 minutes; 148 did not answered question

8. If Broomhill Library closed, do you think you will be able to use public library services elsewhere?

123 said No; 31 said Not Sure; 126 said Yes; 8 did not answered question

9. If you will use another library, which one(s)?

79 said Central; 13 said Ecclesall; 11 said Ecclesall/Central; 1 said Ecclesall/Darnall; 5 said Hillsborough; 1 said Hillsborough/Central; 1 said Hillsborough/Ecclesall; 4 said Hillsborough/Ecclesall/Central; 4 said Walkley/Upperthorpe; 1said Rotherham; 1 said Unlikely to use any; 1 said Not easy to get to; 8 said Not sure; 3 said None; 152 did not answered question

10. How long do you anticipate the journey to this library will take?

1person said Less than 10 minutes; 5 people said 10-20 minutes; 14 people said 20-30 minutes; 33 people said Over 30 minutes; 235 people did not answered question

11. How much do you anticipate it will cost you (and your family)?

11 said £1.50-£3.00; 18 said £3.00-£5.00; 8 said More than £5.00; 2 said not sure; 3 said Nothing; 246 did not answered question

12. If Broomhill Library closed, how will this affect you and your friends or family?

BLAG thought they would:

Lose children's activity and learning; Lose access to activity and event information; Lose community engagement; thought distance to another library would be an issue; thought travel to another library would be an issue; incur extra costs to travel to another library; find it inconvenience to travel to

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another library; lose a valued community resource; impact on learning; stop using/use less

50 did not answered question

13. Would you describe yourself as?

16 described themselves as having mobility/health issues; 14 described themselves as over 65 year old; 82 described themselves as parent with a young family; 3 described themselves as under 18 years old; 4 described themselves as unemployed; 169 did not answered question

Appendix 5.3
Friends of Ruskin Park

- A local group actively involved in the community around Ruskin Park
- We are very upset that both local community libraries are under threat, being Upperthorpe and Walkley libraries
- Loss of one library would be a very great shame
- Loss of both libraries would do great damage to the local communities
- Upperthorpe library, within the Zest building, is the only library in the area providing book lending and computer facilities seven days a week
- People travel from across the city to take advantage of the unique swimming and gym facilities
- Upperthorpe has some of the best disabled access of any library in Sheffield
- Computer and internet access is vital as demonstrated by the queues to use
- Children's area is regularly full of children and parents
- Many books are read within the building and never checked out
- Walkley library also plays a key role in the area it serves
- It hosts popular parent & toddler sessions and children's activities
- It also serves as a hub for sharing information about events in the area
- It is housed in Sheffield's only Carnegie library building and much loved landmark
- Computers are a valued resource by the local schools
- When Walkley library was under threat in the early 90s, there was a successful campaign to keep it open which raised thousands for new books and stained glass window
- This library is dear to the hearts of Walkley people

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Appendix 5.4

Crookes Forum Response to Sheffield City Council's Library Review Consultation

- Crookes Forum was reignited late 2012 by local residents with support from Sheffield City Council
- Has a formal Constitution, Elected Officers, and Committee
- Holds a variety of community events and activities to foster community cohesion, improve area as a place to live and work and ensure views of the community are represented
- Forum feels some survey questions don't lend themselves towards a joint response, more suitable for an individual's feedback
- Forum strongly feels there are a number choices which require further consideration before any final decisions can be made
- Proposals are based on a methodology of prioritisation, including a needs assessment, equality impact assessment, and the outcome of the Council's Fairness Commission in terms of deprivation and inequalities
- Strongly disputes proposals provide for a good geographical spread of services
- Lack of library in Crookes been offset by relative close proximity of libraries in Broomhill, Walkley and Upperthorpe
- Proposals mean nearest libraries for the Crookes will be the Central or Hillsborough
- Proposals mean travel by car or public transport for majority of residents in Crookes
- 2012 Consultation third most important aspect of a library service is that library is within walking distance
- Travelling will affect parents with young children in pushchairs, older children who visit the library unsupervised, elderly population who are less mobile leading to loss of service
- Proposals impact on early learning/reading opportunities for infants and toddlers

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- Concerns over education and independent learning experiences for older children
- Concerns around isolation and social exclusion for the elderly who generally will not be able to benefit from the proposals of better use of technology
- strongly feels that our area in particular is being given an unfair deal with the closure of all three local libraries
- SCC must reconsider its commitment to maintaining a good geographical spread of services and this can only be truly achieved through at least one of the three libraries remaining open as a Hub
- Forum invests considerable time and resources voluntarily trying to make a difference for the residents and businesses in Crookes and surrounding area
- Forum strongly feel proposals undermines the important work of the Forum and other community organisations trying to make a difference
- In current challenging climate never before has there been a need for groups, such as the Forum, to step-up and help try to fill the void and deliver some of the ideology and provisions set out as part of the Localism Agenda
- The Crookes area, with the exception of the churches, has a real drought of suitable community facilities in general
- The Libraries act as community hubs, including hosts for wider community activities
- They provide opportunities to connect and network individuals and likeminded community groups with one-another
- Libraries help foster community cohesion, spirit, and opportunities for groups to grow and evolve into the future
- The Forum is concerned that its success going forward will be hampered without any local community hubs
- Proposals will see library buildings/assets surplus to SCC's requirements and the Forum has concerns around the future of such facilities
- Vacant buildings will be targets for anti-social behaviour, vandalism and, in time, blight local communities
- The Forum would like to know what consideration has been given to such issues and how are they going to be managed
- The Forum expects that SCC will be looking to maximise capital receipts from its disposals programme of surplus library assets as soon as possible whilst detaching itself from any revenue costs
- Once such community strongholds are turned over to alternative uses they will be lost as community facilities for good making the likelihood of future availability virtually nil and void

We trust the Forum's concerns will be given the proper consideration they deserve and urge SCC to rethink the proposals in order to ensure Crookes is not disproportionately affected by the Library Review process.

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Appendix 5.5

Evaluation of feedback from Chinese Community for Library Review Survey

The Chinese community centre held focus group consultation events and individual interviews with members of the Chinese community regarding the proposals for the future of Library services in Sheffield.

The majority of respondents were Highfield library users, which is a proposed Hub library and mainly use the library for borrowing books and reading in the library.

95% of respondents felt the right things have been taken into account in carrying out the needs assessment and again, 95% felt that the proposals were fair and reasonable or fair and reasonable with some reservations. Their reservations were not stated.

Over 70% of respondents agreed with the proposal to reduce the opening hours of central library. The 30% who disagreed stated that loss of convenience and any reduction of opening hours were their main reservations.

93% of respondents agreed with the proposal to have 11 Hub libraries and the remaining 7% said yes with reservations, which included longer distance to travel so not convenient and cost of travel.

58% of respondents disagreed with the proposal to have 5 community led libraries. Their reasons for disagreeing were mainly loss of council staffing and worriers over reliability of service as well as lack of accountability and control. They also had concerns over using volunteers instead of paid staff and loss of knowledge and expertise.

100% of respondents agreed with the proposal for independent libraries, but still expressed some reservations about the loss of council staffing and funding and buildings being used for non-library purposes and sustainability of future library services.

35% agreed to the proposal to extend the home library service but 65% expressed concerns over the use of volunteers working with vulnerable people.

80% of respondents agreed with the proposal to close the mobile library service, with the 20% who disagreed expressing concerns over loss of

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convenience, having to travel further to use a library, cost of travel and loss of service or provision.

Appendix 6

Public Meetings attended by Sheffield City Council representatives during the Library Review Consultation

October 2013

14	Libraries Surgery, Town Hall
16	Broomhill Library area
17	Walkley Library area
19	Burngreave Library
21	Libraries Surgery, Town Hall
22	Stannington Library area
23	Frechville Library
24	Newfield Green Library area
28	Libraries Surgery, Town Hall

November 2013

4	Libraries Surgery, Town Hall
13	Gleadless Library area
20	Greenhill Library area
20	Ecclesfield Library area
21	Woodhouse Library area
22	Southey Library area
25	Libraries Surgery, Town Hall
26	Libraries and Advice Centres
27	Burngreave Library, Vestry Hall

December 2013

2	Libraries Surgery, Town Hall
7	Upperthorpe Library area
9	Libraries Surgery, Town Hall
16	Libraries Surgery, Town Hall

January 2014

9	Totley Library

At all the above events, participants had the opportunity to learn more about the library proposals, take part in a Q&A session and receive library review consultation information including the survey in different formats.

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Appendix 7

Summary of Comments Received outside of the Survey

Comments received, by email/telephone, about the proposals

Many comments were received about a variety of aspects of the proposals and consultation and they are highlighted below:

- wrong priority order given to libraries
- loss of valued community/social resources will damage communities
- impact on learning
- fairness on various groups/sets of people, e.g. elderly, children, disabled
- difficulties/distance/cost of travelling to a "new" library
- will lose access to children's' events/activities
- criticism of needs assessment, e.g. goes against SCC policies
- adults/children expressing sadness over the loss of "their" library and what they would lose
- not looked at "uniqueness" of individual branches to see the value of what they have
- size of city in relation to library provision here and in other cities
- loss of valued experienced staff, should be an alternative to redundancies
- effect on rural and isolated residents
- alternative ideas and alternative ways of drawing up proposals
- problems around volunteers
- reinvesting money into libraries from sale of building
- "moth ball " libraries until there is an upturn in the economy
- unaware of /not understood proposals
- libraries are our heritage and must be preserved for future generations
- will be devastating to communities
- criticism of the weighting process leading to proposals
- priority given to affluent areas/priority given to deprived areas
- affluent areas disadvantaged by proposals/deprived areas disadvantaged by proposals
- what will be the financial savings made for each library closed
- suggestions to generate income
- costs of running the consultation and its impact on the environment
- loss of access to computers/internet
- impact on remaining services
- proposal will impact on future literacy levels
- lack of information about future of documents held at Local Studies library and Archives

<u>Libraries Consultation Report of findings</u>

Young People's Consultation

December 2013

Contents Page:

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1. Introduction

Young people are at the heart of many services throughout Sheffield. Their involvement in the planning, delivery and evaluation of services affecting them is critical for ensuring a service is efficient and based on actual need.

Article 12 of the United Nations' Convention on the Rights of the Child states that,

"Children and young people have a right to express an opinion on any matter affecting them and to have that opinion taken into account".

This statement is supported in Sheffield through the Sheffield Children and Young People's Plan and the Sheffield Children and Young People's Participation Strategy.

The Young People's Involvement Team is firmly committed to this principle and is leading on consultation and participation work with young people in Sheffield.

This report was compiled by Emma Hinchliffe on behalf of the Young People's Involvement Team. For more information on matters relating to this report or the consultation, please contact Emma Hinchliffe, Young People's Involvement Worker on:

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For support and advice in involving young people in your setting, please contact:

Sarah Stevens
Young People's Involvement Manager

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Sheffield
S1 4GE

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Email: sarah.stevens@sheffieldfutures.org.uk

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2. Background

The Young People's Involvement Team (YPIT), Sheffield Futures, were approached in September 2013 to put forward a proposal for a consultation with secondary aged children all about the future of libraries in Sheffield.

We consulted with secondary school and post 16 aged young people (11 - 25 years old) across five geographical areas of Sheffield (North, South, East, West and Central) in order to seek the views of a well-represented cohort of library users and non-users.

We aimed to work with an average of 15 young people from each of the identified settings which would generate responses from an overall cohort of approximately 150 young people.

3. Objectives

- Establish if participants are library users or non-users
- Find out which libraries they use regularly and what they access there
- Present the council's proposals and generate comments and opinions about them

4. Methodology

In order to gain as wide a representation of young people from across the city as possible, we identified 4 special interest groups, 4 schools and 4 youth club venues to take part in the consultations. Unfortunately 3 of these settings after making numerous contacts proved difficult to engage with and therefore we consulted with a total of 9 settings reaching a total of 164 young people. These 9 settings were VOYCE PG (A young carers participation group), Darnall Education Centre (Mainly BME young people), Hi 5's (Young people with disabilities), Tapton School, Westfield School, Yewlands school, Southey Development Forum Young People's group, Ellesmere Youth Project and Sheffield Youth Cabinet.

We used a mixture of interactive consultation methods in order to gain the views from the young people present. This included picture voting, for the young people to vote on which libraries they currently use, a sliding scale for young people to rate what they thought of the proposed changes to central library, tops and pants for young people to write down their thoughts on HUB libraries and a graffiti wall for young people to write down their thoughts on community and independent libraries. We also used a short paper based survey to find out young people's overall views of the proposals and whether they had any other ideas on how the savings could be made.

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This report is structured in a way that the first section offers a brief overview of the main findings, the second section is pulling all the findings together to give an overall picture of what young people in general felt and the third section then splits the information down in terms of each of the individual groups we have consulted with.

5. Executive Summary:

Throughout this report you will see that the young people consulted were generally in favour of the proposals given. However, there were also some reservations under each of the identified proposals that young people felt it would be important to consider before implementation begins. The young people also had some good ideas as to how their concerns could be lessened and other suggestions on how to make the cuts.

When consulting about the proposals for **Central Library**, many of the young people were concerned regarding the loss of afternoon and evening opening time as for them, unless it was school holidays, these are the only times they can access the library service. Therefore it is felt that the changes to opening times should be reconsidered and instead of closing in afternoons/ evenings, consider closing in a morning.

Young people generally liked the idea of **HUB Libraries** and being able to access many services from under one roof. However, there were a few concerns regarding the distance people may need to travel to get to their nearest library and the fact that some individuals may struggle to access the service due to issues with travel or the cost of travel. There were also some concerns regarding some of the identified libraries being too small to become HUB Libraries.

In terms of **Community Libraries**, young people generally had mixed views on this as some felt that it may encourage more people to engage with their local libraries and that there should be more of them. However some of the young people were concerned regarding the wider impact on the community of the service relying on some volunteers and the impact this may have.

Young people generally struggled to imagine how **Independent Libraries** may work, as they felt that no one would want to run this service without a profit. Therefore they felt that people needed to be more realistic about the fact that these libraries could potentially close and that this category should be renamed.

Young people were generally in favour of the proposals to expand the **Home Library service**. However, they did comment on the fact that again this may rely on the good will of people to volunteer.

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There were mixed views around the **Mobile Library service**, as some young people had never seen the mobile library, but others used it on a regular basis and felt it was vital for specific members of the community.

The young people were very keen to be kept informed about the outcome of the consultations and what this means moving forward. Specifically some of the young people were concerned about the loss of Broomhill Library.

6. Overall findings:

<u>**Monitoring information**</u>

In total, we consulted with 164 young people from across the 9 settings, of which 94 were male and 70 were female.

The graph below shows the **age ranges** of the young people with whom we consulted.
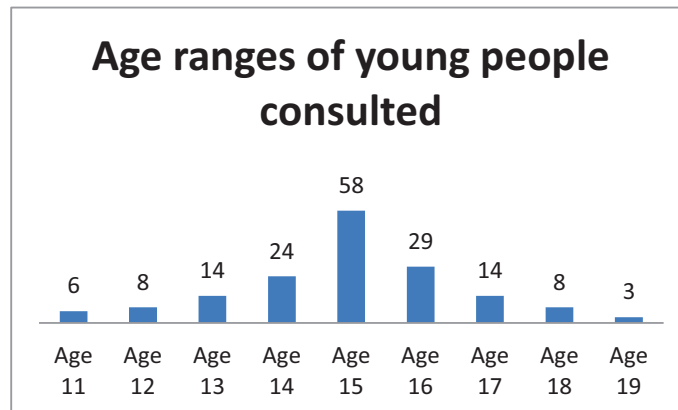
As you can see from the graph, 68% of the young people consulted were aged 14-16. Of the young people consulted, 91% were in education, 7% were in training and 2% were in work.

In terms of ethnic origins of the young people consulted, 69% of the young people identified as being from a White British background and 31% identified as being form a BME background, which included, 10% Roma Slovak and 13% Asian.

When asked if they considered themselves as having a disability, the graph below shows that 19% of the young people consulted identified themselves as having a disability.
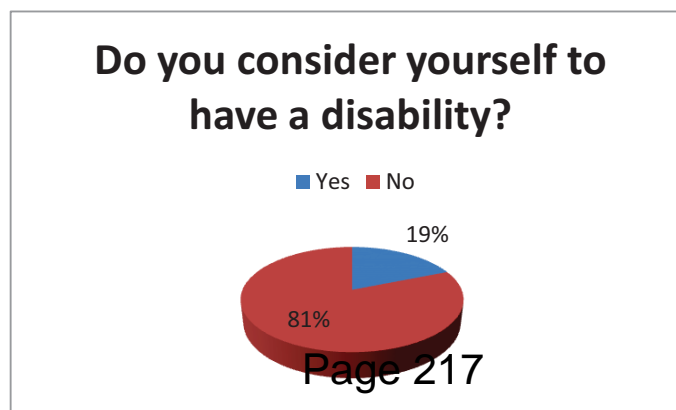
In terms of geographical spread, this consisted of young people from the following postcodes:
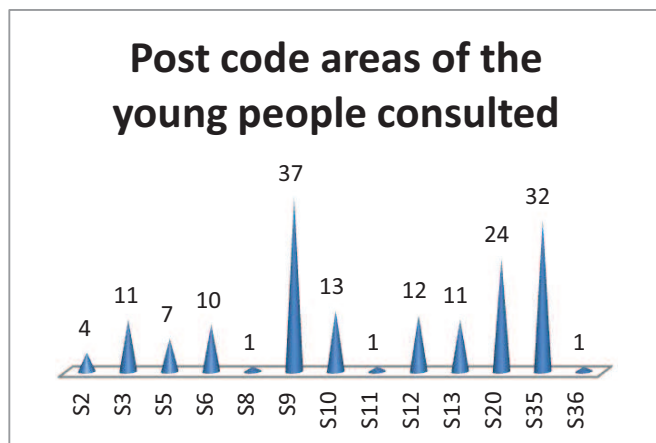
As you can see from the chart above, 23% of young people came from the S9 area, 20% were from the S35 area and 15% were from the S20 area.

Main Consultation:

Initially, we asked the young people to picture vote, which involved sticking a sticky dot on the **libraries which they currently use**, for the young people that don't use the library service, there was also an option for none.

51% of the young people we consulted with were **library users**, where as **49%** of the young people **weren't library users**.

Of the 51% of young people who were library users, the libraries that they used most were:

- 17 young people used Southey Library
- 15 young people used Parson Cross Library
- 11 young people used Darnall Library
- 11 young people used Crystal Peaks Library
- 11 young people used Burngreave Library
- 10 young people used Central Library
- 9 young people used Broomhill Library
- 5 young people used Firth Park Library
- 5 young people used Manor Library
- 4 young people used Ecclesfield Library

Young people also used Hillsborough, Gleadless, Woodhouse, Greenhill, Frechville, Jordanthorpe, Stocksbridge, Stannington, Woodseats and Ecclesall Libraries.

When asked what they currently use libraries for, the young people generally used them for using the computers and borrowing books both for personal use and to aid

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them with their studies, as well as for education and learning and advice and guidance.

We then spoke to the young people as to **how the proposal was reached** and asked them to stand up and move towards the agree or disagree sign depending on their thoughts. All 164 young people felt that the way in which the proposal was created was reasonable. Hence the young people agreed with what was taken into consideration in creating these proposals and didn't have any other suggestions to add.

We then went on to talk about **Central Library** and the proposed changes to opening hours and young people were asked to rate on a scale of 0 (totally disagree) to 5 (totally agree) how much they agreed with the proposal.

5 young people rated 0

24 young people rated 2

18 young people rated 4

18 young people rated 1

61 young people rated 3

31 young people rated 5

As you can see from the information above, the young people consulted generally felt that this proposal was reasonable. However a few of the young people did have some reservations regarding loss of afternoon/ evening opening hours and the impact this would have on wider users of the library who may work or be at school.

Hence, young people were generally concerned regarding the impact to themselves and others when afternoon/ evening opening hours were lost and therefore this could be something that could potentially be considered further before implementing the proposals.

We then went on to discuss **HUB Libraries**, and the young people were asked to consider the proposal given and write on a picture of a top what they thought was good about the proposal and on a picture of a pair of trousers what they though was pants about the proposal.

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The young people were generally in favour of the proposal, with 63% rating it tops, 10% rating it pants and the others having mixed views. Some of the main reasons the young people gave in favour of HUB Libraries were:

- Some young people felt that it would encourage more people to become involved in their libraries
- Several young people felt it was good that a lot of services were going to be under one roof
- Some young people felt that it would promote integration amongst different communities
- Some young people felt there should be more HUB Libraries

Some of the reasons that young people gave for disagreeing with this proposal were:

- Travelling may be an issue for some members of the community
- Cost is an issues as people may now have to pay bus fare to get to their nearest library
- Some couldn't see the benefits to young people

We then went on to discuss the proposal for **Community Libraries and Independent Libraries**. We did this by outlining the proposal and asking the young people to then write down their thoughts onto a big sheet of paper about this, and what they thought people might do if their local library closed.

There was a split decision in terms of the proposal for Community Libraries, with roughly a 50/50 split of young people agreeing and disagreeing with the proposal.

Some of the comments made by the young people who agreed with the proposal were as follows:

It could give young people a chance to volunteer

If run by the community it may encourage more people to access the library because it will be people that we know

It will help the community to work together

One young person also said that the community would be able to acquire skills which would give them work experience and help get jobs and that it may make people become friendlier. Several young people also felt that their needed to be more than 5 Community Libraries.

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Young people who disagreed with the proposal for Community Libraries generally were concerned about people losing their jobs, that volunteers may not come forward to run the libraries as they may be too busy, that volunteers should be paid and that the service may become unreliable. In general, young people were also concerned about the distance they may have to travel to the nearest library and the cot and the inconvenience involved in this.

Several young people also felt that Broomhill Library in particular should be kept open as a Community Library to provide services for the area.

On the proposal for Independent Libraries, 48% of the young people disagreed with the proposal and only 26% of the 164 young people agreed with the proposal. In general, young people struggled to see how Independent Libraries may work, and felt very strongly that people needed to be more realistic about the potential for these libraries to close and rename this category.

The young people that agreed with this proposal generally agreed because they felt that there would at least still be a library service. The young people generally disagreed because they had reservations as to whether people would want to run a service if they weren't making money from it, they felt that there would be no guarantee of adequate resources and a library for the future and they had concerns that people may not have the skills to run the libraries.

In terms of the Home Library service, 48% of the young people agreed with this proposal. However 41% of the young people felt that they couldn't comment as they had never used the service. Some young people were also concerned by the fact that this was another part of the library service which could become potentially reliant on volunteers and so were worried about the potential impact this may have on individuals and the service provided.

In terms of the Mobile Library service, 64 of the young people agreed with the proposal and 26 young people disagreed. In general we found that depending on the area of the city you visited the response to this question varied in that some young people had never seen or used the Mobile Library service, but others were themselves regular users or knew people in their communities who were regular users, so were concerned about the impact on them.

Some of the young people consulted had ideas on how concerns could be lessened, which included:

- Encouraging local schools to get involved more with libraries
- Keeping more libraries open
- Advertising more so that people are aware of them
- Keeping people up to date about what is happening

Young people also had a few ideas on how these savings could be made elsewhere, which included lowering funding for all libraries to keep as many open as possible, introducing more automated libraries, volunteers and donations and internet libraries as more young people now use technology as a source of information.

Throughout the consultations there were several key threads which were that young people were generally concerned about the impact that these proposals may have on the most vulnerable people in society as well as the impact on themselves as individuals. There were mixed response to the level of agreement with each proposal as a result of this. However, some young people felt that there was a huge benefit to adults, but the benefit to young people was minimal and therefore more thought needs to go into things such as opening times to make the libraries as fully accessible as possible to as many members of the communities.

7. Individual Consultations

Tapton School

We visited Tapton school on 14th November, to consult with a group of pupils who were on the school council. We consulted with a total of 9 pupils, however after initial consultation others within the school wanted to participate, so we distribute the online survey link to the contact teacher for him to send around school.

Monitoring data:

In total, we consulted with 9 young people, of which 6 were male and 3 were female.

The graph below shows the **age ranges** of the young people with whom we consulted.
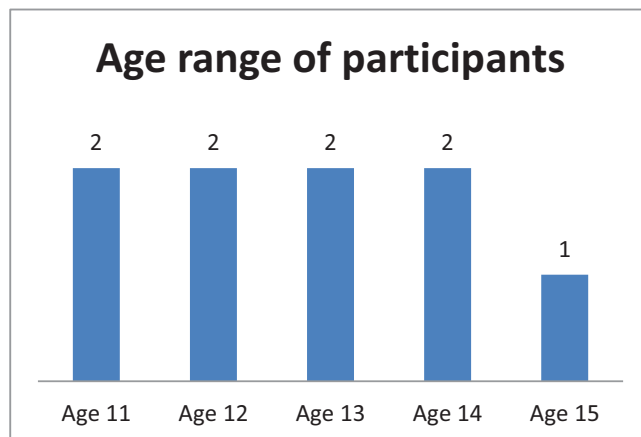
As you can see from the graph, all participants were aged 11 to 15 and in full time education.

In terms of ethnic origins of the young people consulted, 78% of the young people identified as being from a White British background and 22% identified as being form a BME background, which included, 1 Asian young person and 1 Somalian young person.

When asked if they considered themselves as having a disability, none of the young people we consulted at this setting identified themselves as having a disability.

In terms of geographical spread, all 9 of the young people consulted came from the S10 area.

Consultation questions:

All 9 of the young people we consulted with at this school were **current library users**, and **used the following libraries**:

- 6 used Broomhill Library
- 2 used Ecclesall Library
- 1 used Central Library

Hence the young people generally used libraries which were in close proximity to where they lived or went to school.

When asked what they **currently use libraries for**, the young people generally used them for using the computers and borrowing books both for personal use and to aid them with their studies.

We then spoke to the young people as to **how the proposal was reached** and asked them to stand up and move towards the agree or disagree sign depending on their thoughts. All 9 young people felt that the way in which the proposal was created was reasonable. Hence the young people agreed with what was taken into consideration in creating these proposals and didn't have any other suggestions to add.

We then went on to talk about Central Library and the proposed changes to opening hours and young people were asked to rate on a scale of 0 (totally disagree) to 5 (totally agree) how much they agreed with the proposal.

3 young people rated number 3

6 young people rated at number 4

As you can see from the information above, the young people consulted generally felt that this proposal was reasonable. However a few of the young people did have some reservations regarding loss of afternoon/ evening opening hours and these were as follows:

Libraries shouldn't lose late hours for those who need them x **2 young people**

Concerns re loss of space for after school revision/ work space

Hence, young people were generally concerned regarding the impact to themselves and others when afternoon/ evening opening hours were lost and therefore this could be something that could potentially be considered further before implementing the proposals.

We then went on to discuss **HUB Libraries**, and the young people were asked to consider the proposal given and write on a picture of a top what they thought was good about the proposal and on a picture of a pair of trousers what they though was pants about the proposal.

In principle, all the young people agreed with the proposal for HUB Libraries and felt that this may get more people interested in accessing services provided through the library. However, there was a concern as to whether there may be a loss of some staff at the HUB Libraries.

We then went on to discuss the proposal for **Community Libraries and Independent Libraries**. We did this by outlining the proposal and asking the young people to then write down their thoughts onto a big sheet of paper about this, and what they thought people might do if their local library closed.

The comments made by the young people were as follows:

2 young people said Broomhill Library should be kept open possibly as a community library

2 young people said Broomhill Library should be kept open – closest to Tapton and other surrounding schools.

1 young person said if there wasn't many libraries then what would happen to disadvantage young people who can't afford access elsewhere

The young people felt that there should be more advertising and more encouragement to go to Broomhill Library to keep it open. Therefore the main objections young people had to these proposals are that they thought that Broomhill

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Library should be one of the libraries prioritised to stay open and the impact on disadvantaged young people should be considered more.

Young people at Tapton school had no comments to make on the **Home Library service** as none of them had ever used it. However they had some very strong feelings about the **Mobile Library service**, which was as follows:

2 young people said we should definitely not lose the mobile library service as it is a huge benefit for elderly and young people

2 young people said mobile libraries should be kept as they are used by many

1 young person said loosing mobile libraries is a silly idea as it is not ideal for frequent users

Generally young people said:

- Libraries are useful for children reading and getting homework done
- The proposal is not fair and reasonable as I think libraries are vital to communities and funds should be cut to other places
- Not sure about the proposal but you should keep Broomhill library
- I understand why it is needed, but is cutting mobile libraries needed?

One of the young people consulted said that the only way to **lessen their concerns** was to not close any libraries and don't take any jobs away.

Other suggestions that the young people had were as follows:

- Public donations
- Internet libraries sound like a good idea, although they might be vandalised and hacked

In summary, the young people consulted at Tapton school generally were in favour of the proposals but had concerns around the loss of the Mobile Library service, the loss of evening opening at Central Library and the fact that Broomhill Library may be facing closure.

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Westfield School

We visited Westfield school on 11th November, to consult with an identified group of pupils. We consulted with a total of 16 pupils, all of whom were non library users.

Monitoring data:

In total, we consulted with 16 young people, of which 6 were male and 10 were female.

The graph below shows the **age ranges** of the young people with whom we consulted.
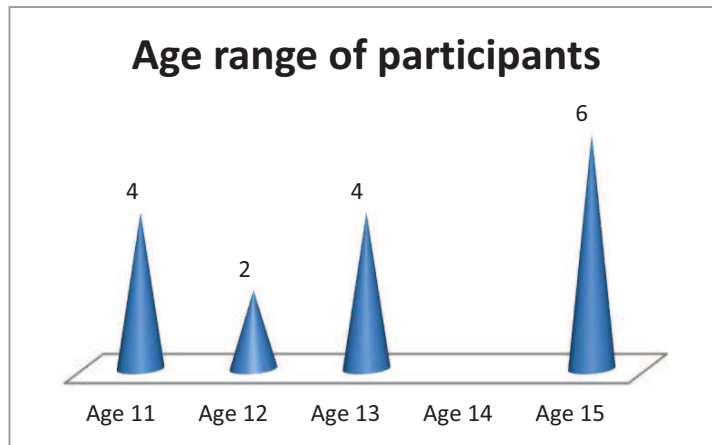
As you can see from the graph, 63% of the young people consulted were aged 13-15. All of the young people consulted were in full time education.

In terms of ethnic origins of the young people consulted, all 16 young people were White British.

When asked if they considered themselves as having a disability, none of the young people in this consultation group considered themselves to have a disability.

In terms of geographical spread, this consisted of young people from the following postcodes:

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As you can see from the chart above,88% of the young people consulted in this group lived in the S20 area.

Consultation questions:

All 16 of the young people we consulted with at this school were non library users, as they pointed out they didn't feel the need to use the library service at this point in their life. However several identified that their family members used the library service.

We then spoke to the young people as to **how the proposal was reached** and asked them to stand up and move towards the agree or disagree sign depending on their thoughts. All 16 young people felt that the way in which the proposal was created was reasonable. Hence the young people agreed with what was taken into consideration in creating these proposals and didn't have any other suggestions to add.

We then went on to talk about **Central Library** and the proposed changes to opening hours and young people were asked to rate on a scale of 0 (totally disagree) to 5 (totally agree) how much they agreed with the proposal.

2 young people rated 1

5 young people rated 2

6 young people rated 3

3 young people rated 5

As you can see from the information above, there was split opinions amongst the young people in terms of what they thought here. Most of the young people did have some reservations regarding loss of afternoon/ evening opening hours and these were as follows:

Libraries shouldn't lose evening opening for those who need them
x **10 young people**

Hence, young people were generally concerned regarding the impact to themselves and others when afternoon/ evening opening hours were lost and therefore this could be something that could potentially be considered further before implementing the proposals.

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We then went on to discuss **HUB Libraries**, and the young people were asked to consider the proposal given and write on a picture of a top what they thought was good about the proposal and on a picture of a pair of trousers what they though was pants about the proposal.

In principle, most of the young people agrees with the proposal for HUB Libraries and wrote on their tops things like:

- 5 young people said you will have all the things your community needs in one place
- 2 young people said your current local library might not have all the resources, hub libraries will
- 2 young people felt they would draw more people in
- 2 young people felt the council wouldn't have to fund as many libraries
- 1 young person felt it would be good for old people to socialise
- 1 young person said that it would only be one trip away

However, the young people did have some reservations regarding travel and opening times and these were as follows:

- 8 young people were concerned about travel
- 3 young people felt that it still may be too far for some people
- 2 young people felt that people who work late might want to use these libraries and wondered if these would be open
- 2 young people felt it would be bad for travelling and people with disabilities
- 1 young person was concerned about the fact that they would have to leave their area

Hence, opening times of the HUB Libraries may need to be considered to suit all members of the community, and transport links to the HUB Libraries may need to be well promoted to ensure ease of access.

We then went on to discuss the proposal for **Community Libraries and Independent Libraries**. We did this by outlining the proposal and asking the young people to then write down their thoughts onto a big sheet of paper about this, and what they thought people might do if their local library closed.

The young people consulted were generally in favour of Community Libraries, however they struggled to understand how the Independent Libraries might work.

The comments made by the young people were as follows:

- If something useful is replacing it then it's ok
- Libraries provide more variety
- It is often more convenient if they are on your doorstep
- Independent Libraries – how are these going to work?

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The young people consulted were concerned about how young people in primary schools would have to rely on parents to take them and there was concern over loss of jobs.

2 of the young people consulted felt that people would stop going to libraries as they wouldn't want to travel that far.

In summary, the young people at Westfield school were generally in favour of the proposals. However, they did have some reservations regarding lack of evening opening hours for Central Library, and the distance they might have to travel and the cost to travel to their closest library.

Yewlands School

We visited Yewlands school on 21st November, to consult with a group of identified pupils. We consulted with a total of 32 pupils of which only 1 was a library user.

Monitoring data:

In total, we consulted with 32 young people, of which 11 were male and 21 were female.

The graph below shows the **age ranges** of the young people with whom we consulted.
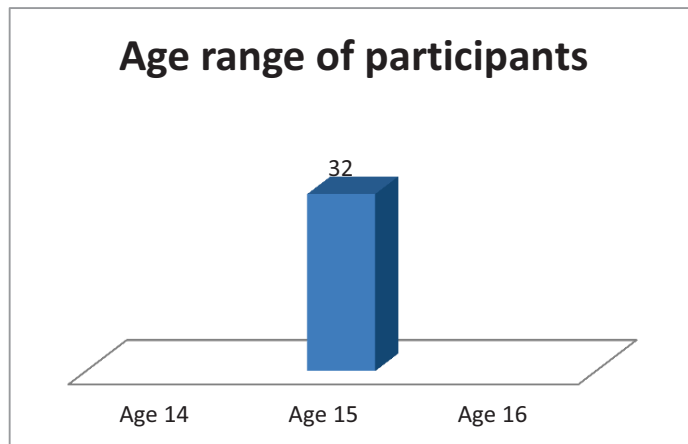
As you can see from the graph, 100% of the young people consulted were aged 15 and all were in full time education.

In terms of ethnic origins of the young people consulted, 31 of the young people identified as being from a White British background and 1 young person identified as being from an Asian background.

When asked if they considered themselves as having a disability, none of the young people consulted in this group identified that they had a disability.

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In terms of geographical spread, all the young people consulted at this school were from the S35 area.

Consultation questions:

Only 1 of the 32 young people consulted was a **current library user**. However of the years the young people have **used the following libraries**:

- 9 used Parson Cross Library
- 6 used Southey Library
- 4 used Ecclesfield Library
- 1 used Firth Park Library
- 1 used Hillsborough Library
- 1 used Stocksbridge Library

Hence the young people generally used libraries which were in close proximity to where they lived or went to school.

When asked what they **currently use libraries for**, the one user said that they used it for access to computers and internet, borrowing books for children and printing and photocopying.

One of the other young people also commented on the fact that they thought we were consulting with the wrong age group as they do not use the library service.

We then spoke to the young people as to **how the proposal was reached** and asked them to stand up and move towards the agree or disagree sign depending on their thoughts. 27 young people felt that the way in which the proposal was created was reasonable. They said this was because they are important factors in determining what happens to the libraries, one felt it was a good needs assessment and one felt that there was no point in keeping it open for long hours if it wasn't being used. The 5 that disagreed said that this was because of the following:

- Other people still use the library often
- They haven't looked at specific people's cases and why the library may be very important to one person. The library may play a very important role in that person's life
- People who can't afford or who do not have transport at certain times won't be able to walk such a distance to another library like elderly people

We then went on to talk about **Central Library** and the proposed changes to opening hours and young people were asked to rate on a scale of 0 (totally disagree) to 5 (totally agree) how much they agreed with the proposal.

3 young people rated 1

7 young people rated 2

10 young people rated 3

1 young person rated 4

11 young people rated 5

As you can see from the information above, the young people consulted generally felt that this proposal was reasonable. However a few of the young people did have some reservations regarding loss of afternoon/ evening opening hours and these were as follows:

- 2 young people said that they didn't think it was fair as they are closing other libraries so why can't this stay the same
- It doesn't make much of a difference as the library will still be available to people
- One said they disagree because people need to use the library all the time especially university students who live/ study in the city
- One said they disagree with the opening hours changing because not only are schools being benefitted by the library but libraries provide activities for young people such as arts and crafts – this helps the community – it gives young people things to do

Hence, young people were generally concerned regarding the impact to themselves and others when afternoon/ evening opening hours were lost and therefore this could be something that could potentially be considered further before implementing the proposals.

We then went on to discuss **HUB Libraries**, and the young people were asked to consider the proposal given and write on a picture of a top what they thought was good about the proposal and on a picture of a pair of trousers what they though was pants about the proposal.

The young people were generally split about this proposal as 16 agreed but the other 16 disagreed with the proposal.

Young people who agreed with this proposal generally agreed because they felt it was a great idea if one library could serve many communities with many services,

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they felt it would promote integration amongst communities, and one agreed because they don't use libraries so felt it doesn't affect them.

Young people who disagreed with this proposal generally disagreed because they would not travel, they felt that there would be a loss of service, because young people cannot travel long distances by themselves or because other members of the community might not be able to get there.

We then went on to discuss the proposal for **Community Libraries and Independent Libraries**. We did this by outlining the proposal and asking the young people to then write down their thoughts onto a big sheet of paper about this, and what they thought people might do if their local library closed.

Only 10 of the young people agreed with the proposals for Community Libraries, whereas 22 disagreed.

The comments made by the young people who agreed with the proposal were as follows:

2 young people said that at least there would still be provision

If run by the community it may encourage more people to access the library because it will be people that we know

2 said People will be able to run it the way they want so perhaps libraries may not be such a quiet place encouraging more young people to come in

One young person also said that the community would be able to acquire skills which would give them work experience and help get jobs.

Young people who disagreed with the proposal for Community Libraries generally was concerned about people losing their jobs, that volunteers may not come forward to run the libraries as they may be too busy, that volunteers should be paid and that the service may become unreliable.

On the proposal for Independent Libraries, 15 of the young people agreed and 17 disagreed.

The young people that agreed with this proposal generally agreed because they felt that there would at least still be a library service. The young people generally disagreed because they had reservations as to whether people would want to run a service if they weren't making money from it, they felt that there would be no

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guarantee of adequate resources and a library for the future and they had concerns that people may not have the skills to run the libraries.

As the young people didn't use the Mobile Library or the Home Library service, they generally felt unable to comment about these proposals.

In summary, young people were generally in favour of the proposal for Central Library, with some reservations over the opening hours. There was a split decision on HUB Libraries due to concerns over the distance people may have to travel, they disagreed with the proposal for Community Libraries as they were concerned over the impact of volunteers and job losses and they were split on Independent Libraries as they weren't sure who would want to run it without making profit.

Southey Development Forum Young People's group

We visited Southey Development forum Young People's group on 9th November, to consult with a group of identified young people. We consulted with a total of 15 young people, 14 of which were library users.

Monitoring data:

In total, we consulted with 15 young people, of which all were male.

The graph below shows the **age ranges** of the young people with whom we consulted.
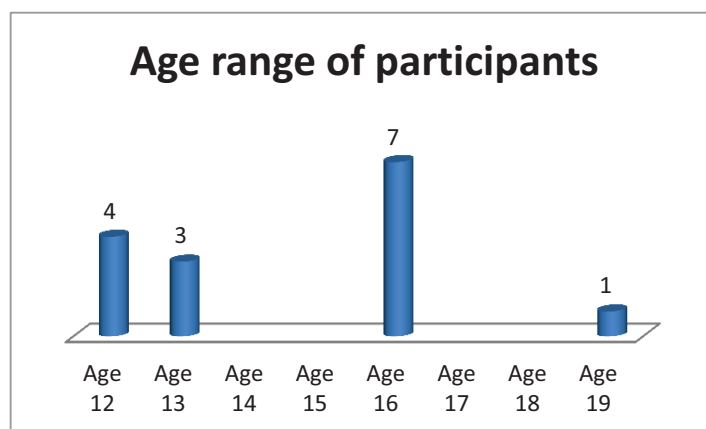
As you can see from the graph, 47% of the young people consulted were aged 16. Of the young people consulted, all 15 were still in education.

In terms of ethnic origins of the young people consulted, 100% identified as being White British.

When asked if they considered themselves as having a disability, none of the group consulted identified themselves as having a disability.

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In terms of geographical spread, this consisted of young people from the following postcodes:

Postcodes of the areas where young people came from

Postcode	Count
S10	3
S9	
S8	
S6	7
S5	5
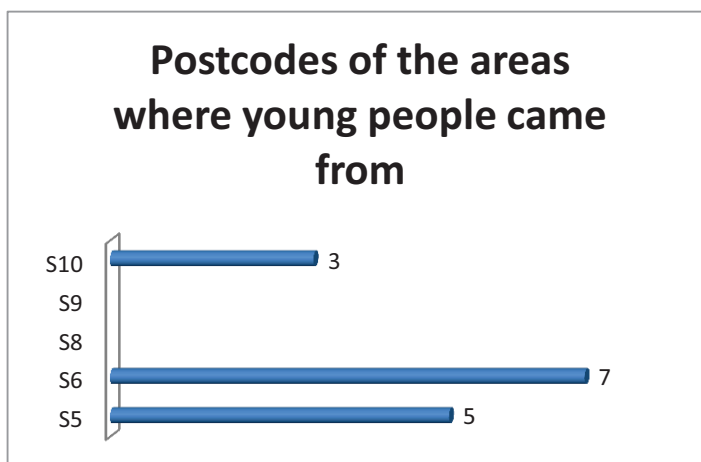
As you can see from the chart above, 47% of young people came from the S6 area.

Consultation questions:

14 of the 15 young people consulted was a **current library users**, the other young person stated he couldn't be bothered to use the library. These young people **used the following libraries**:
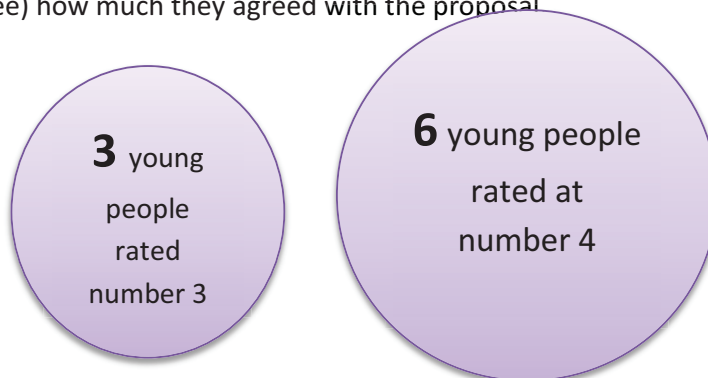
- 10 used Southey Library
- 3 used Parson Cross Library
- 1 used Central Library

Hence the young people generally used libraries which were in close proximity to where they lived or went to school.

When asked what they **currently use libraries for**, the most important things the young people used the libraries for were access to computers and internet, advice and guidance, job searching and volunteer opportunities, printing and photocopying, clubs and activities and education and learning.

The young people commented on the fact that they regularly go to Southey development forum, which is in Southey Library and is the heart of the community, and they regularly organise activities for young people providing them with places to go and things to do. They also offer community classes there.

We then spoke to the young people as to **how the proposal was reached** and asked them to stand up and move towards the agree or disagree sign depending on their thoughts. All the young people felt that the way in which the proposal was created was reasonable. They said this was because a lot of factors were considered.

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We then went on to talk about **Central Library** and the proposed changes to opening hours and young people were asked to rate on a scale of 0 (totally disagree) to 5 (totally agree) how much they agreed with the proposal.

1 young person rated 2

14 young people rated 5
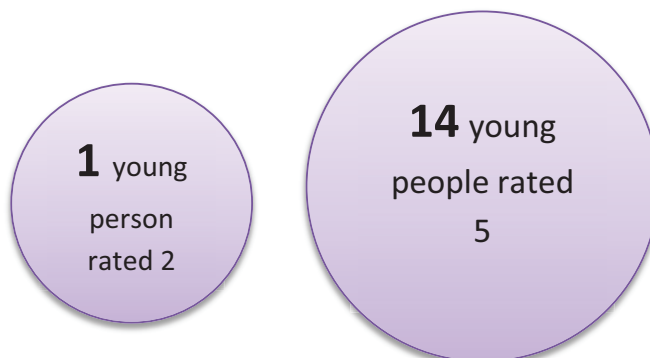
As you can see from the information above, the young people consulted generally felt that this proposal was reasonable. However there was a reservation regarding time, where the young person stated: "The proposal is relatively fair. The hours are reasonable. However, why should it be shut in the afternoon, can it not be shut for 2 evenings. It is easier for young people to visit the library straight after school therefore closing the library on a afternoon is not convenient for young people and many young people don't feel safe in the city centre at night."

Hence, young people were generally concerned regarding the impact to themselves and others when afternoon hours were lost and therefore this could be something that could potentially be considered further before implementing the proposal.

We then went on to discuss **HUB Libraries**, and the young people were asked to consider the proposal given and write on a picture of a top what they thought was good about the proposal and on a picture of a pair of trousers what they though was pants about the proposal.

14 young people agreed with the proposals for HUB Libraries, and only 1 of the young people disagreed.
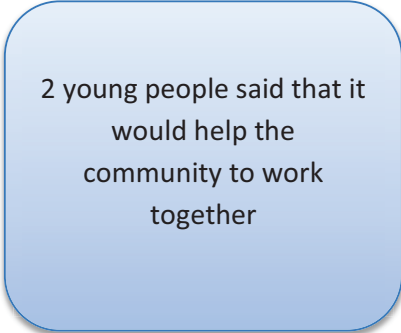
Young people who agreed with this proposal generally agreed because they felt that 31 hours was reasonable, they liked the idea of many support services under one roof, that people could possibly gain work experience, it could mean better provision with plenty of services under one roof, it may encourage more people to use them if they are located near convenient shops, it could be an opportunity to meet other people from surrounding neighbourhoods and it might mean more computers and shorter waiting times.

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The young person who disagreed with this proposal generally disagreed because he felt that if his local library got shut then travelling to another could be hectic and cost, so he wouldn't be able to go if he didn't have money.

We then went on to discuss the proposal for **Community Libraries and Independent Libraries**. We did this by outlining the proposal and asking the young people to then write down their thoughts onto a big sheet of paper about this, and what they thought people might do if their local library closed.

10 of the young people agreed with the proposals for Community Libraries, and 5 of the young people disagreed.

The comments made by the young people who agreed with the proposal were as follows:

2 young people said that it would help the community to work together

Young people who disagreed with the proposal for Community Libraries generally were concerned about people losing their jobs, and that the library service may not be as reliable if it is run by volunteers.

On the proposal for Independent Libraries, 14 of the young people agreed and 1 disagreed.

All the young people agreed with the proposals for the Home Library service as they felt that this was a good idea.

In terms of the Mobile Library service, 10 of the young people agreed with the proposal, as they felt that if it costs a lot of money and is rarely used then it should be closed and we could use the money elsewhere. 5 young people disagreed with the proposal stating that it was unfair as their family use the service regularly on a Saturday and one said that their grandmother was heavily dependent on the service so has the impact on elderly people been considered at all?

In summary, young people were generally in favour of all the proposals. However, they did have a few reservations. In terms of Central Library they were concerned about the loss of the afternoon opening, in terms of HUB Libraries they were concerns about the travel and the cost, in terms of Community Libraries there were

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concerns over loss of jobs and the impact of volunteers and in terms of the Mobile Library they were concerned about the individual impact.

Ellesmere Youth Project

We visited Ellesmere Youth Project on 3rd December, to consult with a group of identified young people. We consulted with a total of 10 young people, 8 of which were library users.

Monitoring data:

In total, we consulted with 10 young people, all of which were male.

The graph below shows the **age ranges** of the young people with whom we consulted.
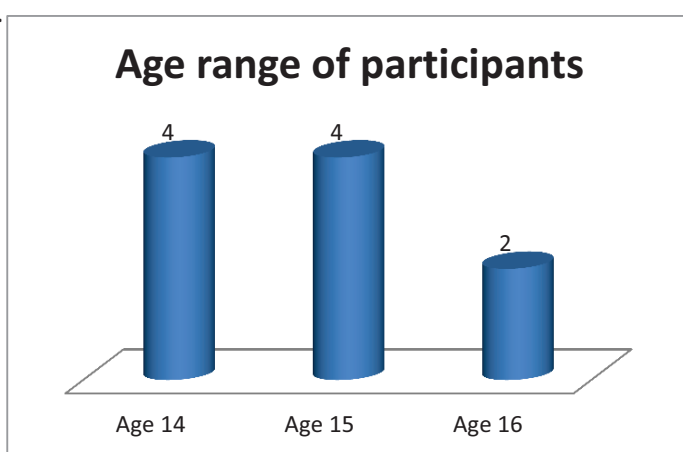
Age range of participants

Age 14	Age 15	Age 16
4	4	2

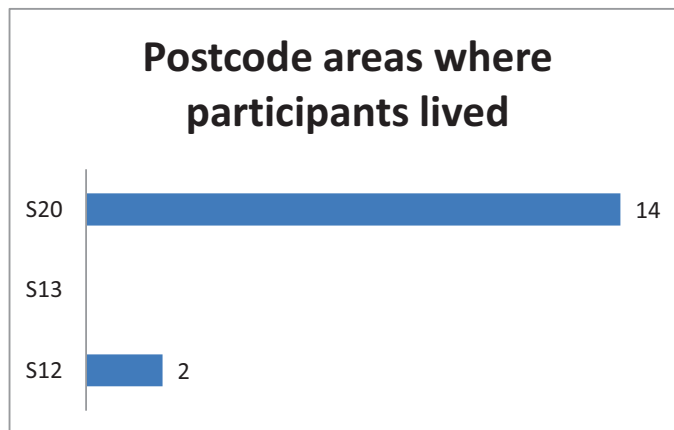As you can see from the graph, 100% of the young people consulted were aged 14-16. Of the young people consulted, 9 identified as Somalian and 1 identified as Roma Slovak.

When asked if they considered themselves as having a disability, none of the young people present considered themselves to have a disability.

In terms of geographical spread, all the young people in this group lives in the S3 area of the city.

Consultation questions:

8 of the 10 young people consulted was a **current Library users**, the other 2 young people were non library users. These young people **used the following libraries**:

- 10 used Burngreave Library

Hence the young people generally used libraries which were in close proximity to where they lived or went to school.

When asked what they **currently use libraries for**, the most important things the young people used the libraries for were access to computers and internet,

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borrowing books for adults, education and learning and reading books and newspapers.

We then spoke to the young people as to **how the proposal was reached** and asked them to stand up and move towards the agree or disagree sign depending on their thoughts. All the young people felt that the way in which the proposal was created was reasonable.

We then went on to talk about **Central Library** and the proposed changes to opening hours and young people were asked to rate on a scale of 0 (totally disagree) to 5 (totally agree) how much they agreed with the proposal.

8 young people rated 3

2 young people rated 4

As you can see from the information above, the young people consulted generally felt that this proposal was reasonable. However there was a reservation regarding time and how it is not fair that the library will only be open one evening as some people may not be able to get.

Hence, young people were generally concerned regarding the impact to themselves and others when afternoon and evening hours were lost and therefore this could be something that could potentially be considered further before implementing the proposal.

We then went on to discuss **HUB Libraries**, and the young people were asked to consider the proposal given and write on a picture of a top what they thought was good about the proposal and on a picture of a pair of trousers what they though was pants about the proposal.

All 10 of the young people agreed with the proposal for HUB Libraries, as they felt they were good but that there may need to be more of them.

We then went on to discuss the proposal for **Community Libraries and Independent Libraries**. We did this by outlining the proposal and asking the young people to then write down their thoughts onto a big sheet of paper about this, and what they thought people might do if their local library closed.

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There was a split decision on Community led libraries in that 5 of the young people agreed with the proposals for community libraries, and 5 of the young people disagreed.

These young people were generally concerned about the impact of being run by volunteers and whether people should have to do it for nothing, and one young person felt that the only people that would go to these libraries are the friends and the family of the people running it.

On the proposal for Independent Libraries, all 10 young people disagreed with the proposal as they generally felt that these libraries would close down as no one would want to do it for a loss.

All the young people agreed with the proposals for the home library service as they felt that this was a good idea but they were again concerned about relying on volunteers.

In terms of the Mobile Library service, all the young people agreed with the proposal as they said that they had never seen a Mobile Library so closing it won't make a difference to them.

In summary, young people were generally in favour of all the proposals. However, they did have a few reservations. In terms of Central Library they were concerned about the loss of the evening opening, in terms of Community Libraries there were concerns over the impact of volunteers and in terms of home library service again they were concerned about the impact on volunteers.

Sheffield Youth Cabinet

We visited Sheffield Youth Cabinet on 3rd December, to consult with a group of identified young people. We consulted with a total of 9 young people, 6 of which were library users.

Monitoring data:

In total, we consulted with 9 young people, of which 4 were male and 5 were female.

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The graph below shows the **age ranges** of the young people with whom we consulted.

Age range of participants
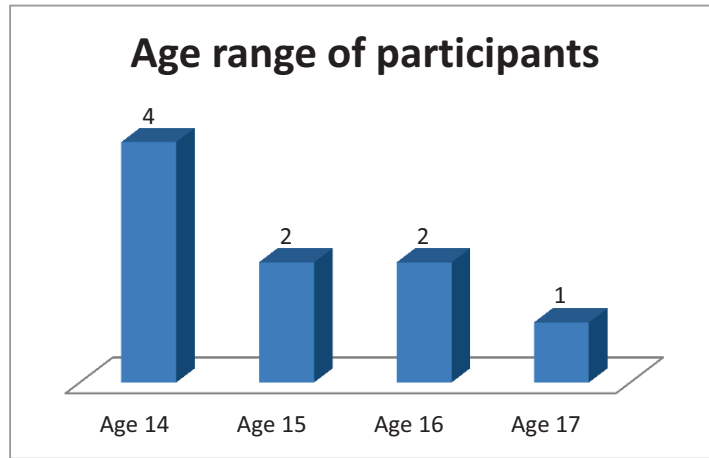
As you can see from the graph, 89% of the young people consulted were aged 14-16. Of the young people consulted, all 9 were in full time education.

In terms of ethnic origins of the young people consulted, 78% of the young people identified as being from a White British background and 22% identified as being form a BME background.

When asked if they considered themselves as having a disability, the graph below shows that 11% of the young people consulted identified themselves as having a disability.
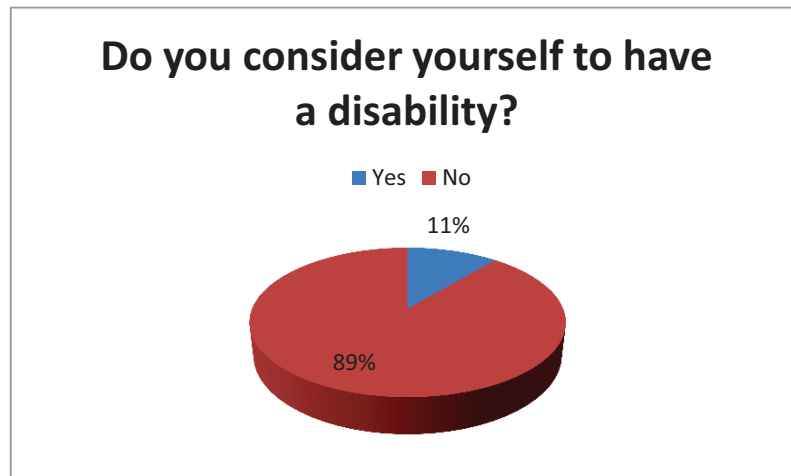
Do you consider yourself to have a disability?

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In terms of geographical spread, this consisted of young people from the following postcodes:

Postcode areas of participants
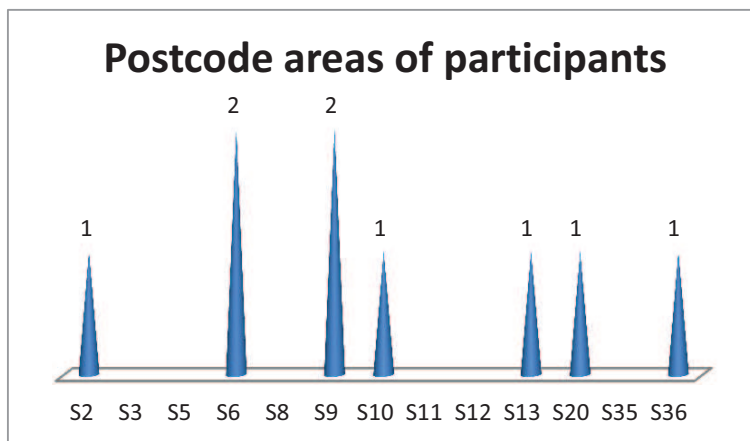
As you can see from the chart above, 22% of young people came from S9 area and 22% came from the S6 area.

Consultation questions:

6 of the 9 young people consulted was a **current Library users**, the other 3 young people were non library users. These young people **used the following libraries**:

- 2 used Crystal Peaks Library
- 1 used Woodhouse Library
- 1 used Firth Park Library
- 1 used Broomhill Library
- 1 used Stocksbridge Library
- 1 used Parson Cross Library

Hence the young people generally used libraries which were in close proximity to where they lived or went to school.

When asked what they **currently use libraries for**, the most important things were for borrowing books for personal use and for homework and to access computers and the internet.

We then spoke to the young people as to **how the proposal was reached** and asked them to stand up and move towards the agree or disagree sign depending on their thoughts. All the young people felt that the way in which the proposal was created was reasonable.

We then went on to talk about **Central Library** and the proposed changes to opening hours and young people were asked to rate on a scale of 0 (totally disagree) to 5 (totally agree) how much they agreed with the proposal.

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3 young people rated 1

4 young people rated 2

2 young person rated 3

As you can see from the information above, the young people consulted generally weren't happy with the proposal. This was because they were concerned over the opening times, 2 said it should stay open after school/ work hours and one said by the time they get into town from school it will have closed. One young person said they weren't really sure where the library was.

Hence, young people were generally concerned regarding the impact to themselves and others when afternoon/evening hours were lost and therefore this could be something that could potentially be considered further before implementing the proposal.

We then went on to discuss **HUB Libraries**, and the young people were asked to consider the proposal given and write on a picture of a top what they thought was good about the proposal and on a picture of a pair of trousers what they though was pants about the proposal.

There were mixed views here regarding the proposals.

Young people who agreed with this proposal generally agreed because 2 of them felt it would be suitable for adults, 2 of them liked the fact that it would be open for 31 hours and there would be lots of services under one roof, one felt it was good because there library is one of them and one thought you would get more useful things.

The young people who disagreed with this proposal generally couldn't see the benefit for young people, it would cost more to get to the library, it would be noisy, may have to travel a long distance and one said they didn't tend to use libraries so it isn't helpful. One young person also said that it meant that there would be no local library for much of his area e.g. Broomhill and adjacent areas e.g. Crookes/ Crosspool.

We then went on to discuss the proposal for **Community Libraries and Independent Libraries**. We did this by outlining the proposal and asking the young people to then write down their thoughts onto a big sheet of paper about this, and what they thought people might do if their local library closed.

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The young people were generally in favour of the proposal for Community Libraries and Independent Libraries. However they did have some reservations. Comments they made in favour of the proposals for community libraries were as follows:

Community led libraries could get involved with schools in the local area, which leads to community getting closer

Community led libraries may encourage more young people to go to libraries

However, the young people who disagreed with these proposals were generally concerned about the impact of specific library closures on the communities. Comments they made were as follows:

They shouldn't shut Walkley/ Upperthorpe library down because there are a lot of elderly people that live in the area

Broomhill library could make a good community centre as it is in the middle of a large residential area with surrounding schools

Broomhill library is only mot used much as it is not cared for by those who run it – it used to be a great environment

 The young people were also concerned about the cost of travelling to the nearest library, about the fact that fewer young people might read if there local library closes, that people may lose interest and be demotivated to go to another library and about the impact of the loss of qualified librarians as it was felt these were needed to run libraries properly.

In terms of Independent Libraries, young people generally felt that it was basically a long winded way of saying that these libraries were closing, as they felt that no one would be interested as it would turn more into a business if they weren't funded or supported by the council.

The young people consulted were all in favour of the proposals for the Home Library service and the Mobile Library service.

Generally 3 said the proposals were fair and reasonable with some reservations, 3 said the proposals were not fair and reasonable and 3 were unsure. Reasons the young people gave were as follows:

- 3 young people said some people may stop going to the library
- 2 young people said people wouldn't travel and spend money to get there

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- 1 said the council were relying on the community too much to do these jobs
- 1 said considering the money issues it is reasonable, but really the libraries shouldn't shut
- One said they should find money elsewhere rather than cut libraries
- One said the libraries are mainly used by adults and young people don't tend to use them as often
- One said the proposals focused heavily on adults and there should be more benefits for young people

The young people consulted had a few ideas on how to **lessen their concerns** which included more advertising so people are aware, encourage local schools to get involved with the library, offer revision sessions and encourage reading to show young people the importance of the library and keep more libraries (mainly Broomhill) open and find other efficiency savings rather than reducing front line community services.

Other suggestions that the young people had were as follows:

- They could lower the funding for other libraries and then that would also stop people losing their jobs
- Not many use the libraries because of e-readers and kindles
- Introduce more automated libraries which will reduce the day to day running costs through fewer staff therefore keeping them open

In summary, the young people consulted at Sheffield Youth Cabinet generally were in favour of the majority of the proposals but had concerns around the loss of afternoon/ evening opening hours at Central Library, and generally struggled to see the benefits of these proposals to young people to travel, cost and opening hours being more convenient for adults. Therefore it may be worth considering further how these proposals could further benefit young people.

VOYCE PG (Young Carers Participation group)

We visited VOYCE PG on 14th November, to consult with a group of identified young people. We consulted with a total of 9 young people, all of which were library users.

Monitoring data:

In total, we consulted with 9 young people, of which 3 were male and 6 were female.

The graph below shows the **age ranges** of the young people with whom we consulted.
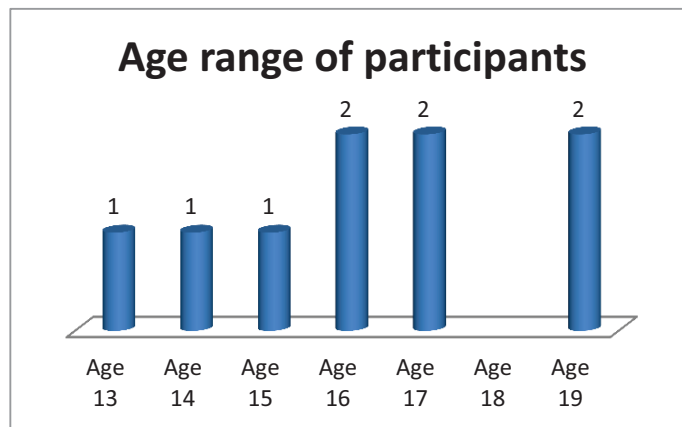
As you can see from the graph, 56% of the young people consulted were aged 14-16 and 22% of participants were aged 19. Of the young people consulted, all 9 were still in education.

In terms of ethnic origins of the young people consulted, 67% of the young people identified as being from a White British background and 33% identified as being form a BME background, which included 2 young people who were Asian and one who was Black African.

When asked if they considered themselves as having a disability, none of the participants in this group considered themselves to have a disability.

In terms of geographical spread, this consisted of young people from the following postcodes:

76
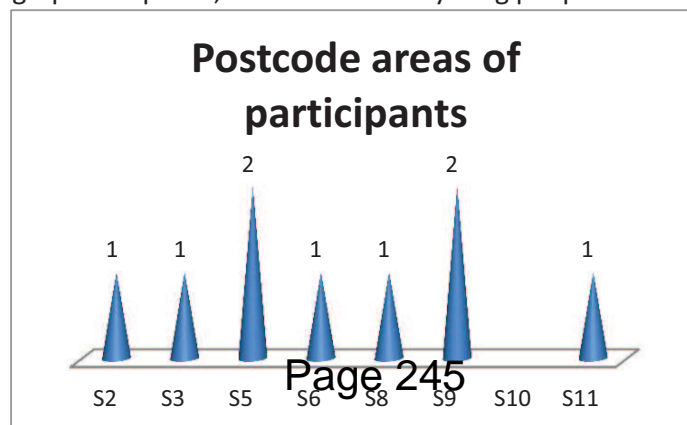
As you can see from the chart above, 22% of young people came from the S9 area, and 22% came from the S5 area.

Consultation questions:

All 9 of the young people were **current Library users**. These young people **used the following libraries**:

- 7 used Central Library
- 2 used Darnall Library
- 2 used Firth Park Library
- 2 used Burngreave Library
- 1 used Stannington Library
- 1 used Woodseats Library
- 1 used Parson Cross Learning Zone
- 1 used Southey Library
- 1 used Manor Library
- 1 used Hillsborough Library
- 1 used Greenhill Library
- 1 used Frechville Library
- 1 used Broomhill Library

Hence the young people generally used libraries which were in close proximity to where they lived or went to school.

When asked what they **currently use libraries for**, the most important things the young people used the libraries for were studying and meeting friends.

We then spoke to the young people as to **how the proposal was reached** and asked them to stand up and move towards the agree or disagree sign depending on their thoughts. All the young people felt that the way in which the proposal was created was reasonable.

We then went on to talk about **Central Library** and the proposed changes to opening hours and young people were asked to rate on a scale of 0 (totally disagree) to 5 (totally agree) how much they agreed with the proposal.

3 young people rated 0

2 young people rated 2

2 young people rated 3

1 young person rated 4
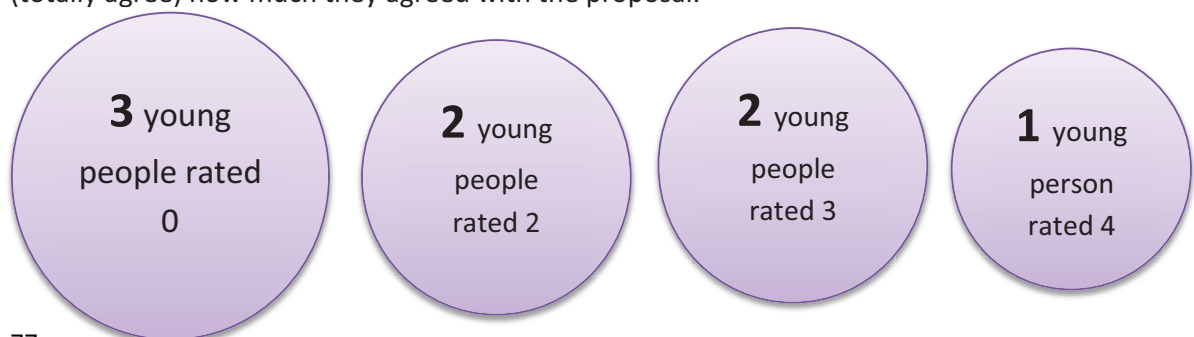
As you can see from the information above, the young people consulted had mixed feelings regarding this proposal. The young people who agreed with this proposal felt that the money could be used for something else and that the proposal seemed perfectly reasonable. The young people who disagreed with the proposal generally felt that the proposal affected the elderly and the workers, that central library is the main library in the city, that Sheffield Hallam and City college are next to the library and they use it a lot and that resource materials need to be available at a later time (after 5:30).

Hence, young people were generally concerned regarding the impact to themselves and others when afternoon and evening hours were lost and therefore this could be something that could potentially be considered further before implementing the proposal.

We then went on to discuss **HUB Libraries**, and the young people were asked to consider the proposal given and write on a picture of a top what they thought was good about the proposal and on a picture of a pair of trousers what they though was pants about the proposal.

Again, there were mixed views from the young people regarding the proposal for HUB Libraries. 4 of the young people who agreed felt that it wouldn't cost as much, 2 said there was lots of services under one roof, and one said many people would visit libraries more. Young people who disagreed with this proposal generally felt that people wouldn't or couldn't travel, that people may not visit libraries so might not find out about things, that many people would have nowhere to go, that young people may fee discouraged to use them and were concerned that Sheffield College doesn't have enough resources for specific subject so there local library (Firth Park) was a good source of information. Young people were also concerned that too many were shutting down and that Woodseats library would be too small to be made into a HUB library.

We then went on to discuss the proposal for **Community Libraries and Independent Libraries**. We did this by outlining the proposal and asking the young people to then write down their thoughts onto a big sheet of paper about this, and what they thought people might do if their local library closed.

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The young people consulted had some reservations regarding these proposals. In terms of Community Libraries their thoughts were as follows:

May be difficult to find volunteers

Concerns re applications to universities being reduced as a result

It would affect people with financial difficulties

2 young people said there may be travel issues

People with special needs may not benefit

Young people may be afraid to access services they are unfamiliar with

Some people may lose the chance to socialise
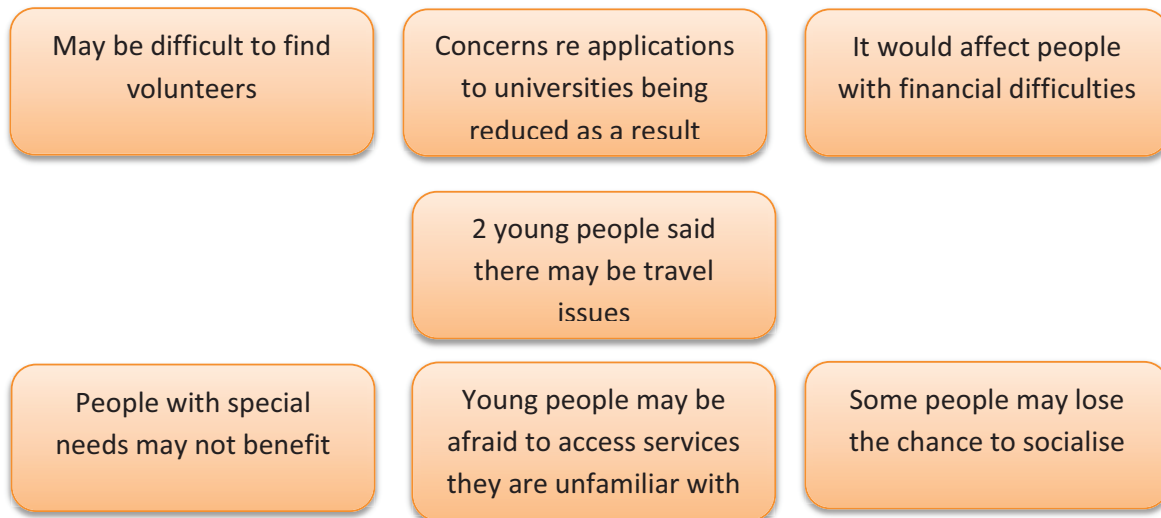
In terms of Independent Libraries, the young people were concerned that this may mean that people could lose the chance to get free books and that this category should be renamed as they felt that this was giving people false hope. Generally the young people felt that people might not go somewhere else and less people would use libraries, that these proposals could give young people a chance to volunteer and that priority should focus on cuts in other areas.

In terms of the Home Library service, young people generally agreed with this proposal. In terms of the Mobile Library service, 3 young people felt that people need mobile libraries like old people or people who have disabilities.

Generally 3 said the proposals were fair and reasonable with some reservations, 4 said the proposals were not fair and reasonable and 2 were unsure. Reasons the young people gave were as follows:

- You are increasing the risk of petitions, riots and marches etc.
- It is unfair to many people e.g. elderly, students and children
- I think some things will help save money but lots of things are really rubbish
- Need to rename category "independent libraries"
- I agree with HUB libraries but not stopping mobile libraries or late night opening
- It is not fair for the people who visit them

The young people consulted had a few ideas on how to **lessen their concerns** which included keeping everyone up to date about what is happening and keep it young people friendly, don't get rid of the libraries and don't stop mobile libraries for elderly, disabled or people with mental health issues.

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Other suggestions that the young people had were as follows:

- Tax millionaires more
- Cut down on services found to be un-needed
- Target other areas that need to be cut
- Volunteers

In summary, the young people consulted at VOYCE generally were in favour of some of the proposals but had concerns around the loss of afternoon/ evening opening hours at Central Library that too many libraries were being shut down and were concerned that for particular individuals they may not be able to travel to HUB Libraries. They were also happy that it may give young people an opportunity to volunteer, but concerned that it may be difficult to find volunteers. The young people also felt that Independent Libraries should be renamed as they felt that they would actually be closed and were concerned about the impact of the loss of the Mobile Library service.

Hi 5's (Young people with disabilities)

We visited Hi 5's on 21st November, to consult with a group of identified young people. We consulted with a total of 31 young people, 16 of which were library users.

Monitoring data:

In total, we consulted with 31 young people, of which 14 were male and 17 were female.

The graph below shows the **age ranges** of the young people with whom we consulted.
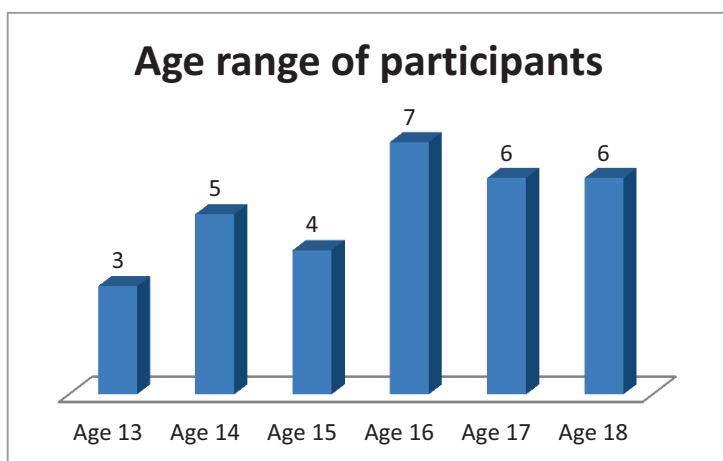
As you can see from the graph, 61% of the young people consulted were aged 16-18. Of the young people consulted, 81% were in education, 16% were in training and 3% were in work.

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In terms of ethnic origins of the young people consulted, 94% of the young people identified as being from a White British background and 6% identified as being form a BME background, which was Black Caribbean.

When asked if they considered themselves as having a disability, the graph below shows that 97% of the young people consulted identified themselves as having a disability.
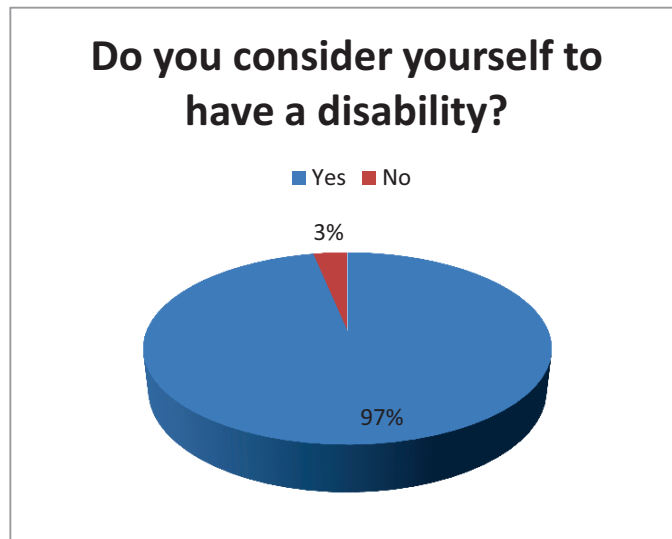
Do you consider yourself to have a disability?

■ Yes ■ No

3%

97%

In terms of geographical spread, this consisted of young people from the following postcodes:

Postcode areas of participants

	10	10	9
2			
S2	S12	S13	S20
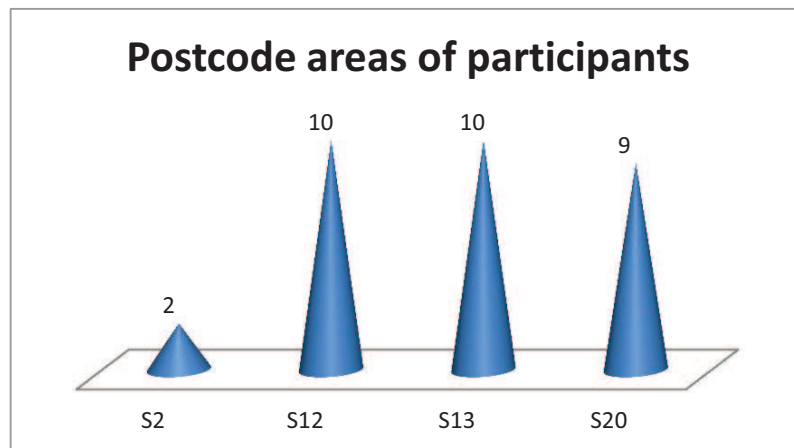
As you can see from the chart above, 32% of young people came from the S12 area, and 32% were from the S13 area.

<u>Consultation questions:</u>

16 of the 31 young people consulted were a **current library users**, the other 15 young people were non library users. These young people **used the following libraries**:

- 9 used Crystal Peaks Library
- 2 used Manor Library
- 1 used Frechville Library
- 1 used Firth Park Library
- 1 used Gleadless Library
- 1 used Stannington Library
- 1 used Woodhouse Library

Hence the young people generally used libraries which were in close proximity to where they lived or went to school.

When asked what they **currently use libraries for**, the most important things were for borrowing books, advice and guidance, job searching and volunteering and education and learning.

We then spoke to the young people as to **how the proposal was reached** and asked them to stand up and move towards the agree or disagree sign depending on their thoughts. All the young people felt that the way in which the proposal was created was reasonable.

We then went on to talk about **Central Library** and the proposed changes to opening hours and young people were asked to rate on a scale of 0 (totally disagree) to 5 (totally agree) how much they agreed with the proposal.

4 young people rated 1

15 young people rated 3

3 young people rated 5

2 young people rated 0

2 young people rated 2

5 young people rated 4

As you can see from the information above, the young people consulted generally agreed with the proposal. However there were some concerns over the loss of

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afternoon/ evening opening times and the impact that this would have on people who worked.

We then went on to discuss **HUB Libraries**, and the young people were asked to consider the proposal given and write on a picture of a top what they thought was good about the proposal and on a picture of a pair of trousers what they though was pants about the proposal.

All of the 31 young people consulted were in favour of the HUB Libraries proposal as they felt it was a good idea, and liked the fact that lots of services would be provided under one roof. However the young people felt that there should be more HUB Libraries.

We then went on to discuss the proposal for **Community Libraries and Independent Libraries**. We did this by outlining the proposal and asking the young people to then write down their thoughts onto a big sheet of paper about this, and what they thought people might do if their local library closed.

In terms of Community Libraries, the opinions of the young people were generally split, with 18 of the young people agreeing with the proposal and 13 young people disagreeing. Comments they made in favour of the proposals for Community Libraries were as follows:

Good idea but there needs to be more than 5	At least people will get experience for their application forms	We need to look at how we save money, if this means the money can go into things that are used then good job done

However, the young people who disagreed with these proposals were generally concerned about the impact of specific library closures on the communities. Comments they made were as follows:

What about the people that will lose their jobs?	There is not as much need for libraries now since I pods, computers etc.	Are we becoming an area of volunteers? Will there be any paid jobs left?

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In terms of Independent Libraries, 14 young people agreed with the proposal and 17 young people disagreed. These young people were generally concerned about who would run these libraries for nothing and felt that we should be realistic about them closing. Young people were also concerned about the impact on the community in terms of more people being on job seekers and the loss of places for older people and people with disabilities to socialise with friends.

In terms of the Home Library service, 15 young people agreed with this proposal and 16 young people disagreed. One young person pointed out that in order to expand the service, yet again we were relying on people's good will, however you get sanctioned by the job centre for doing volunteer work, so they felt it was a joke.

In terms of the Mobile Library service, 10 young people agreed with the proposal, however 21 young people disagreed with this proposal. One young person who agreed with the proposal said that they felt there was no need for both Mobile and Home Library but the Home Library will be run by volunteers so there was a concern that this would be cut in the future leaving people who struggle to get out with nowhere to go.

In summary, the young people consulted at HI 5's generally were in favour of the majority of the proposals but had concerns around the loss of afternoon/ evening opening hours at Central Library, and the impact on the community and volunteers for community and Independent Libraries. They were also concerned about the impact on volunteers and the potential future cuts to the home library service. Hence, it seems that young people need some reassurance around this and further work may need to be dome to support and encourage volunteers to reduce the impact on communities.

Darnall Education Centre (Mainly BME young people)

We visited Darnall Education Centre on 2nd December, to consult with a group of identified young people. We consulted with a total of 33 young people, 21 of which were library users.

Monitoring data:

In total, we consulted with 33 young people, of which 25 were male and 8 were female.

The graph below shows the **age ranges** of the young people with whom we consulted.

Age range of participants
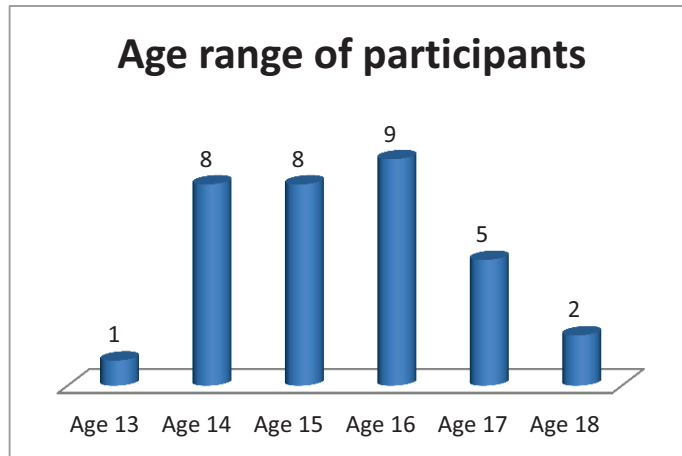
As you can see from the graph, 76% of the young people consulted were aged 14-16. Of the young people consulted, 76% were in education, 18% were in training and 6% were in work.

In terms of ethnic origins of the young people consulted, 6% of the young people identified as being from a White British background and 94% identified as being form a BME background, which included, 15 Roma Slovak young people and 16 Asian young people.

When asked if they considered themselves as having a disability, none of the young people consulted identified themselves as having a disability.

In terms of geographical spread, all 33 young people consulted were from the S9 area.

<u>Consultation questions:</u>

21 of the 33 young people consulted was a **current library users**, the other 12 young people were non library users. These young people **used the following libraries**:

- 9 used Darnall Library
- 2 used Manor Library
- 1 used Gleadless Library
- 1 used Woodhouse Library
- 1 used Central Library
- 1 used Broomhill Library
- 1 used Greenhill Library
- 1 used Parson Cross Library
- 1 used Jordanthorpe Library
- 1 used Stocksbridge Library
- 1 used Woodseats Library
- 1 used Burngreave Library

Hence the young people generally used libraries which were in close proximity to where they lived or went to school.

When asked what they **currently use libraries for**, the most important things were for borrowing books for personal use and for homework and to access computers and the internet and for printing and photocopying, some also read the books in the library.

We then spoke to the young people as to **how the proposal was reached** and asked them to stand up and move towards the agree or disagree sign depending on their thoughts. All the young people felt that the way in which the proposal was created was reasonable, and one stated that it was a good way to make a decision as if people were not using them then they needed to go.

We then went on to talk about **Central Library** and the proposed changes to opening hours and young people were asked to rate on a scale of 0 (totally disagree) to 5 (totally agree) how much they agreed with the proposal.

3 young person rated 2

9 young people rated 4

6 young people rated 1

9 young people rated 3

6 young people rated 5
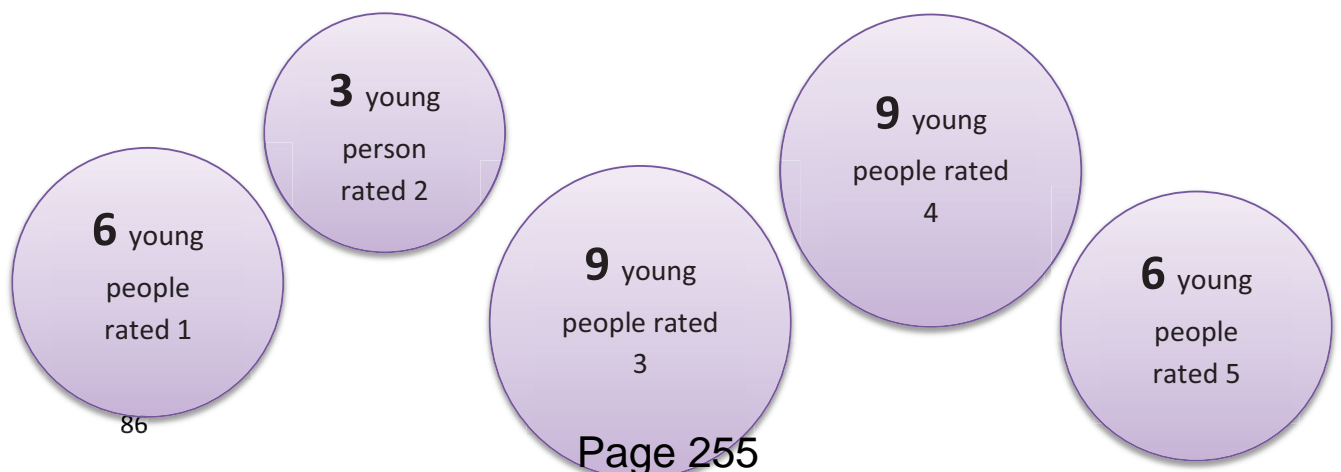
As you can see from the information above, the young people consulted generally were happy with the proposal. However one young person suggested that it should stay open all the time like the university library.

We then went on to discuss **HUB Libraries**, and the young people were asked to consider the proposal given and write on a picture of a top what they thought was good about the proposal and on a picture of a pair of trousers what they though was pants about the proposal.

All 33 young people agreed with this proposal. The young people stated some of the reasons were because Darnall was staying open so it didn't affect them, at least they have libraries there was none where the young person was born and one said they do their learning at Darnall so they are glad it is staying open, but what about other people. One young person also felt that there should be more HUB Libraries.

We then went on to discuss the proposal for **Community Libraries and Independent Libraries**. We did this by outlining the proposal and asking the young people to then write down their thoughts onto a big sheet of paper about this, and what they thought people might do if their local library closed.

There were generally mixed views on the proposals for Community Libraries, with 14 young people agreeing with the proposal and 19 young people disagreeing. The reasons the young people gave were because they expect volunteers to work in libraries, it means more people will not be working, it would be good if it works but people cannot afford to volunteer forever and one young person felt that it may make people more friendly.

In terms of Independent Libraries, all the 33 young people consulted disagreed with this proposal as they felt that no one would take it over without profit and that people would lose money. However some young people did look on the positive side and felt at least there would still be libraries and that people would be able to gain experience.

The young people consulted were all in favour of the proposals for the Home Library service and the Mobile Library service as most people had not heard of them so felt that they couldn't be doing a very good job currently.

In summary, the young people consulted at Darnall Education Centre generally were in favour of the majority of the proposals but had concerns around Community Libraries and Independent Libraries due to the impact on communities and potential volunteers as they were concerned that the service may become less reliable. The young people also struggled to see who would want to run Independent Libraries without profit.

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Sheffield Libraries Review Consultation

Children's Consultation Report
December 2013

Contents

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1. Introduction

Children are at the heart of many services throughout Sheffield. Their involvement in the planning, delivery and evaluation of services affecting them is critical for ensuring a service is efficient and based on actual need.

Article 12 of the United Nations' Convention on the Rights of the Child states that,

> "Children and young people have a right to express
> an opinion on any matter affecting them and to
> have that opinion taken into account".

This statement is supported in Sheffield through the Sheffield Children and Young People's Plan and the Sheffield Children and Young People's Participation Strategy.

The Children's Involvement Team is firmly committed to this principle and is leading on consultation and participation work with children in Sheffield.

For more information on matters relating to this report or for support and advice in involving children in your setting, please contact:

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Children's Involvement Team Manager

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43 Division St.
Sheffield
S1 4GE

Tel: 0114 228 8553
Email: clare.humberstone@sheffield.gov.uk

2. Background

The Children's Involvement Team (CIT) was approached in September 2013 to put forward a proposal for a consultation with primary aged children all about the future of libraries in Sheffield.

We consulted with primary school aged children (5-11 years old) across five geographical areas of Sheffield (North, South, East, West and Central) in order to seek the views of a well-represented cohort of library users and non-users.

We aimed to work with an average of 15 children and young people from each of the identified settings, which will generate responses from an overall cohort of approximately 150 children.

3. Objectives

- Establish if participants are library users or non-users
- Find out which libraries they use regularly and what they access there
- Find out why non-users do not use libraries
- Present the council's proposals and generate comments and opinions about them

4. Methodology

CIT worked with 152 school council members and general pupils from the schools identified below and used a combination of age-appropriate voting activities to find out their views.

We consulted with children at the following settings (see 6.4 for locations):
- Halfway Junior School
- Intake Primary School
- Loxley Primary School
- Lydgate Junior School
- Meynell Primary School
- St. Mary's C of E Primary School
- Tinsley Junior School
- Totley Primary School

The following schools were approached but did not choose to be part of the consultation:

North
- Lound Junior School
- Monteney Primary School
- Shooter's Grove Primary School

Central
- Porter Croft C of E Primary School
- Pye Bank C of E Primary School

East
- Birley Spa Community Primary School
- Greenlands Junior School
- Phillimore Primary School
- Pipworth Community Primary School
- Stradbroke Primary School
- Woodthorpe Community Primary School

South
- Abbey Lane Primary School
- Ann's Grove Primary School
- Charnock Hall Primary School
- Greenhill Primary School
- Moss Brook Primary Special School
- Mundella Primary School
- Woodhouse West Community Primary School

4.1 Consultation questions

The following questions were asked to children and young people who took part:
- Do you use a library?
- If no, why don't you use a library?
- Which library do you use?
- What do you use the library for?
- What will you do if the library you use closes?
- What do you think of the proposals? (City centre library, hub libraries, community led libraries, mobile libraries and private business run libraries)
- General comments

5. Executive summary

Who responded:
- 152 children were consulted with, made up of 92 girls and 60 boys
- Of all the respondents, 72% were library users and 28% were non-users

What libraries are currently used for:
- The most popular use for libraries was, unsurprisingly, borrowing books, with borrowing CDs and DVDs and reading books inside the library also popular responses

What children will do if their library closes:
- When asked what they would if their local library shut down the most popular answers were: 'buy books or read them on an electronic device', 'use the school library' and 'go to the closest library'

Barriers which stop children accessing libraries:
- Non-users of libraries told us that they don't use them because: 'they don't have good books', 'it's always shut' and 'they are too far away'
- Opening hours was an important issue for both users and non-users, with many comments across all question areas concerning the time they shut and the fact that they are not open long enough or at the 'correct' times, i.e. when children are not at school

Children's thoughts and views on the proposals:

Central:
- Many respondents felt that the central library proposal was a great or good idea

Hub libraries:
- Overall children felt that the hub library proposal was a good idea
- Students from Tinsley, St. Mary's and Totley felt that their respective local libraries should be designated as hub libraries – as the current proposals left them a long distance away from a hub

Community led libraries:
- Overwhelmingly, respondents felt that people should be paid to work in community led libraries and "if you're not getting money there's no point being there"
- Equal numbers of respondents felt that community led libraries were either a good or bad idea
- Those who thought it was a bad idea generally focussed on the ability to attract volunteers with quite a lot of children doubting if people will volunteer
- Amongst the solutions to the volunteer issue were: asking retired people to help "instead of staying home all day", using unemployed people and letting responsible adults and children over 12 years old volunteer at weekends

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Private business libraries:
- Libraries run by private businesses were generally fairly well received with many respondents who felt it was a good idea as long as the library function was still provided by the business
- The main worry over this proposal was the fact they might charge you to read the books or make you purchase something to be able to access the library – with the message that if they had to pay they wouldn't go to the library
- Some respondents felt that libraries run by private businesses could potentially be bigger and better than their current library

Mobile libraries:
- Almost all respondents felt that the closure of the mobile library service was a bad idea, with particular concern for the elderly and disabled
- Those who agreed with this proposal felt that it "spoils the air we breathe because they use fuel", it costs money to pay for repairs and they haven't got a good range of books on board

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6. Monitoring information

6.1 Ages of children and young people
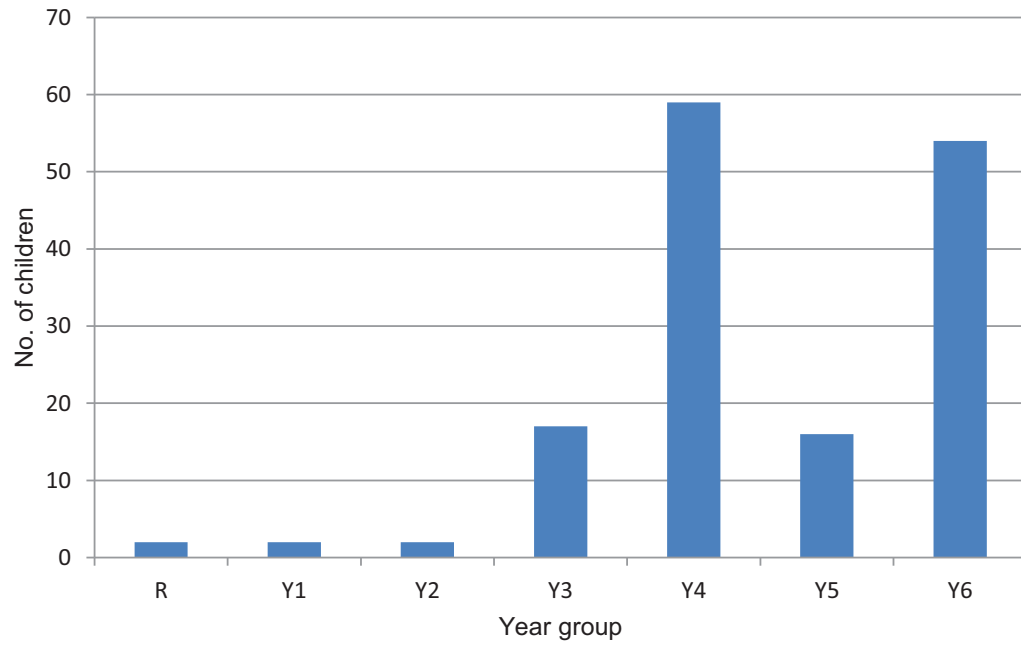
6.2 Gender of children and young people
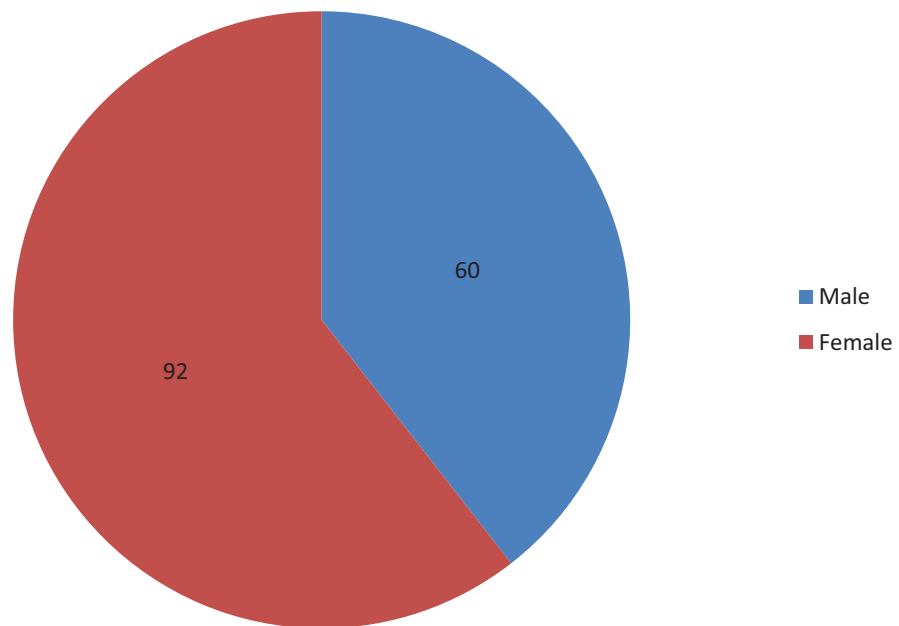
6.3 Ethnicities of respondents

95

Legend:
- White
- Other white background
- Asian/Asian British
- Mixed/dual heritage
- Black / African / Caribbean or Black British
- Other Black background
- Other ethnic group

Pie chart values: 89, 0, 57, 1, 0, 3, 2

96
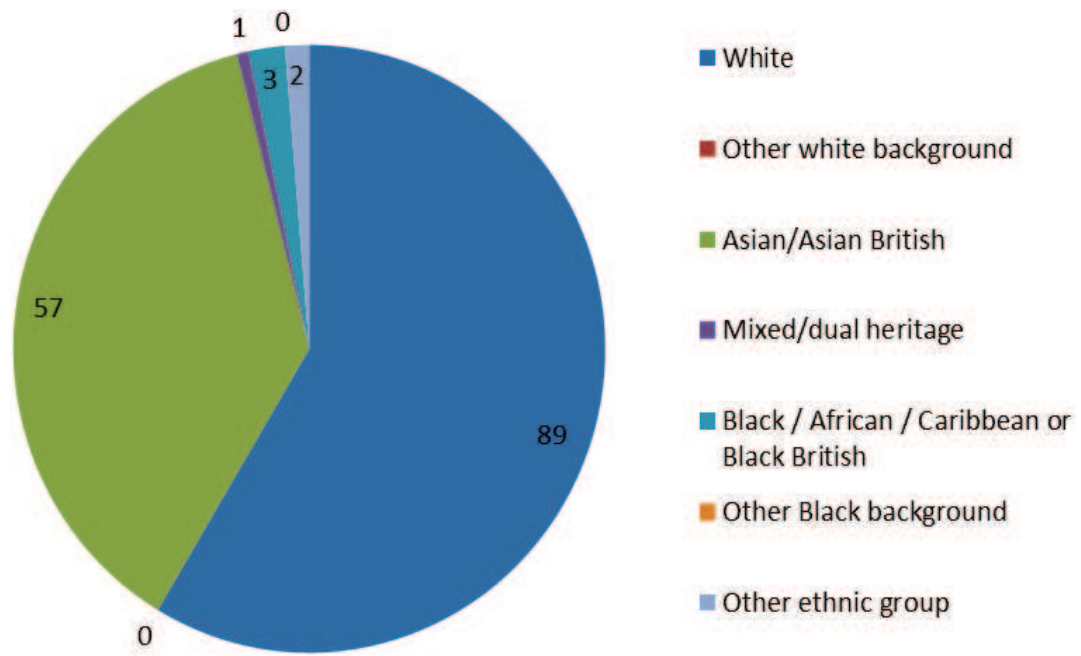
6.4 Geographical locations of settings involved

Library Consultation Locations

Children's consultation

Hub Libraries

Priority to be a Community Library (also at risk of closure)

Potential Independent Library (also at risk of closure)

Central Library

City Boundary

Scale: 1:60,000

Sheffield City Council
Performance & Research Team

Policy, Performance & Communications
Tel: (0114) 2930239

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7. Full results

Please find a question by question breakdown of all of the results and comments generated from the consultation.

7.1 Do you use a library?

Pie chart:
- Yes: 110
- No: 42

7.2 Which library do you use?

Library	Value
Eckington	1
Killamarsh	1
Mobile library	11
Woodseats	1
Woodhouse	1
Walkley	10
Upperthorpe	14
Totley	5
Tinsley	37
Stocksbridge	3
Stannington	6
Southey	1
Parson Cross	5
Park	0
Newfield Green	0
Manor	6
Jordanthorpe	0
Hillsborough	12
Highfield	1
Greenhill	0
Gleadless	1
Frecheville	0
Firth Park	4
Ecclesfield	0
Ecclesall	7
Darnall	3
Crystal Peaks	9
Chapeltown	3
City Centre	22
Broomhill	32
Burngreave	1

7.3 What do you use the library for?

7.4 What will you do if the library you use closes?

100
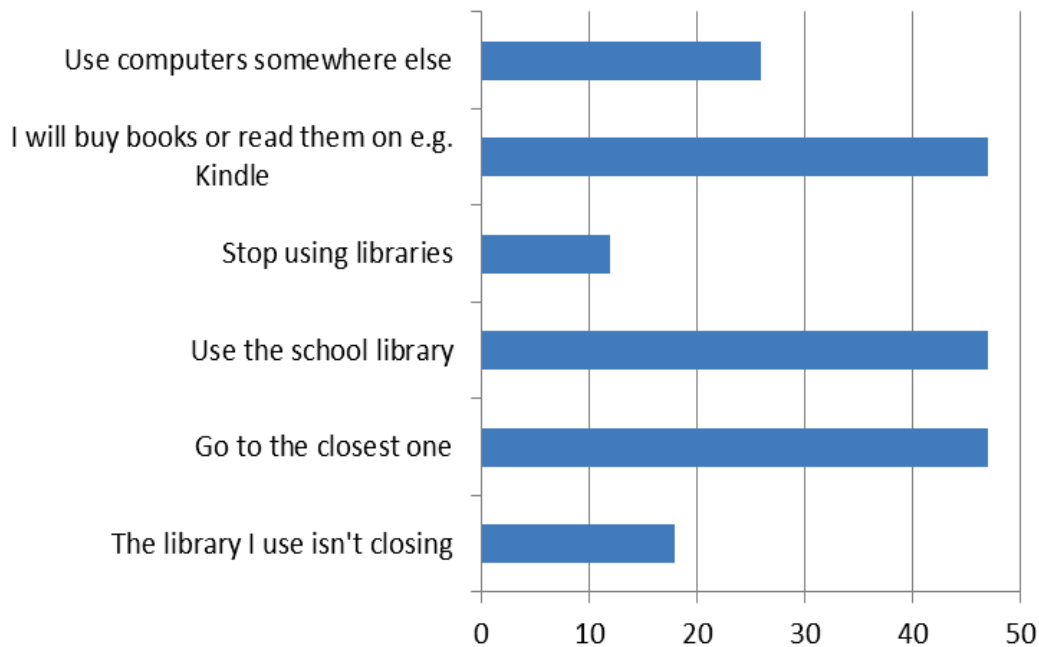
Other comments:
- I'd cry x11
- Borrow books from friends x4
- Not use libraries as much x3
- Make a petition x3
- I will chain myself to [Tinsley] library door x2
- It might stop me reading as many books
- I've got loads of books at home I would read
- I could go to WH Smiths
- Go to the central one
- Fight for it
- It will affect our learning and education
- Order books from the council service
- Read my own books
- Protest and try and save [Broomhill] library
- Read books at home

7.5 I don't use a library because…
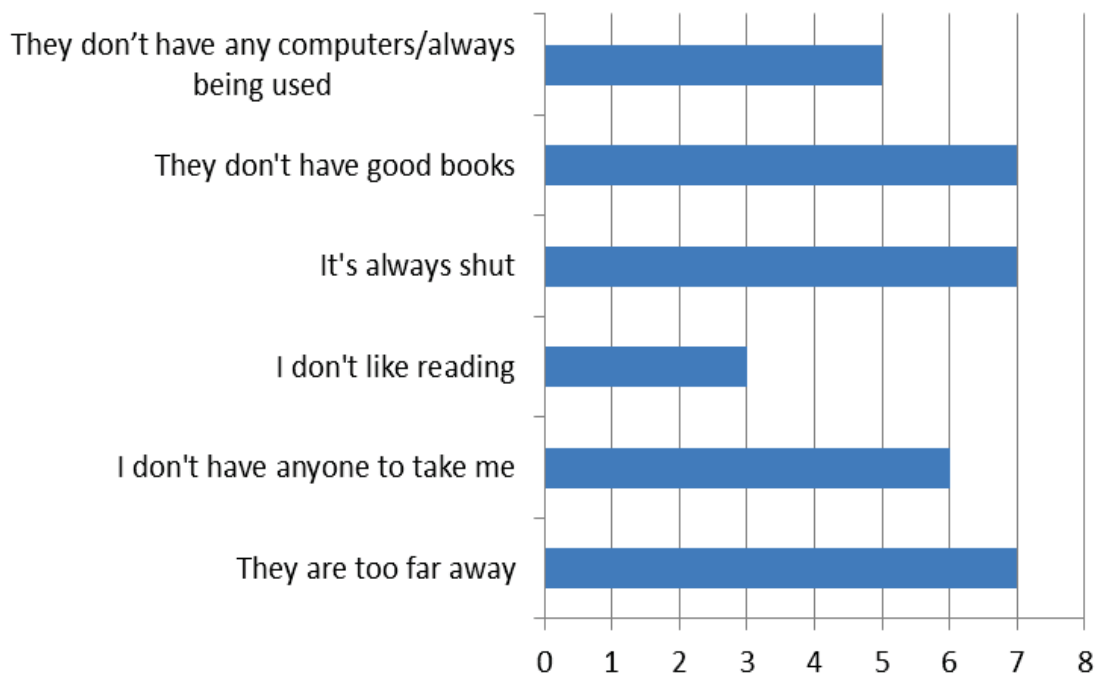
Other comments:
- I buy my own x5
- Too busy x4
- I don't have to leave the house to get a book…I download them on my iPhone/iPad (electronic device) x4
- I couldn't find my kind of books (e.g. JK Rowling) in the library/need more books x2
- I've got loads at home x2
- Don't have time x2
- My mum buys me books
- I don't have a library card
- It's not very fun

7.6 Library proposals feedback

The following proposals were explained to children and their thoughts, views and comments were collated. The feedback has been split into first positive comments, then negative comments and lastly any questions which were raised by respondents.

Central library
- I think it's a good idea x22
- It should be open 7 days a week x6
- Great x4
- A lot of people use it x2
- Good variety of books x2
- I'm glad it's staying open
- OK idea
- Best library

- Town is too far to go x3
- I think that the central library should close because people who live on the outskirts won't be able to get there so easily
- You should shut this down and keep others open
- Cut the hours of this and keep more open
- Bad idea

Hub libraries
- Good idea x14
- It will bring people together x3
- It's a place where different people can socialise with each other
- I like the sound of a place for people to talk
- I'm happy because Manor is near me and I use it
- My library (Darnall) will be open
- It's good to have hubs for everyone
- I like the Parson Cross library because I read to my baby sister there

- Tinsley library should be a Hub x6
- Broomhill library should be a hub x4
- Bad idea x4
- Totley library should be a hub library x3

- Bad because lots of people use Broomhill library x3
- Ecclesall Library shouldn't stay open because it's too far for some people to go x3
- There should be one closer to us x3
- They should be open more x2
- Our school does lots of activities at Walkley but it's closing down
- We won't have one near us (St. Mary's Primary)
- There will be no libraries close to our school (St. Mary's Primary)
- Other libraries (other than Totley) don't have stuff to play with and things to colour in
- The council should close other boring things
- The libraries that stay open should do activities and have stories read to the younger kids
- I don't go to any of the hub libraries
- Broomhill library should be a hub because it's close to Crosspool, Broomhill and Crookes
- They should have more grown-up books and a recommendations area
- There won't be enough libraries
- I want it to stay open 24 hours
- They should all be open
- The Southey library should be one

- Why isn't there a hub for people in our area? Upperthorpe & Walkley are both closing (St. Mary's Primary)
- Will it make the area (Crystal Peaks) busier?

Community led libraries
- Good idea x9
- I think responsible people (adults and children over 12) could volunteer to work x2
- Retired people might want to run it, instead of staying home all day x2
- Tinsley library should be community-led
- I think lots of people would volunteer
- It would be nice if people volunteer
- It would be a good idea for unemployed people who want to do it
- We should have more libraries doing activities like drawing
- Clubs and groups are popular

- People should get paid x12
- I don't think people will volunteer x9
- Bad idea x9
- The volunteers should get at least £1 each time they work x3
- It depends if people will do it for free x2
- If you're not getting money there's no point being there x2
- No-one would get paid and it might not work
- Nobody would have the energy to open their own library
- It's not going to save enough money

- What will happen if no-one volunteers?

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Private business
- Good idea x11
- Good idea as long as they keep the library x2
- People could donate books and money x2
- I think if they have lots of good books it would be a really good idea x2
- If some better or more rich book shops took over libraries they might extend the building so it would be bigger x2
- I think it sounds ok
- It would be good if someone like WHSmiths took over if they still let people borrow books instead of paying money
- I think it's a good idea because the council needs money
- Good to have a shop where you read books and can eat food or have a drink
- Someone like Waterstones would be good
- It will be good because you can read what you have bought in the shop
- You could get a book and a cup of coffee
- Ecclesfield should be a private library
- People could pay for their own library cards
- This idea is awesome!
- They could give spare books to schools

- Bad idea x8
- They might charge you to read a book x4
- I wouldn't pay money to use them x3
- There are too many private businesses in Tinsley x3
- The more libraries close - the less people read x2
- There are only some businesses which could take this on
- You might have to wait a long time
- Having things like drinks around books might damage them if they spill
- Libraries should be free
- Rubbish, it's meant to be free
- I will never pay, so shut them!
- You don't want to have to buy something just to look at a book
- I think they are ripping you off because they're making you buy stuff that you don't want
- Might not have a very good selection of books
- They might not run the library right
- Library wouldn't be as good

- How much would they charge us to go and sit down and read a book?
- How about Sheffield Hallam University running it?
- What will the council do if a business takes over a library but don't sell any books?

Mobile libraries
- It spoils the air we breathe because they use fuel x3
- I have never seen one before and I didn't know it existed x3

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- Good idea x2
- They haven't got a wide range of books to read
- Terrible idea - people can't read or learn
- It should be closed
- The home delivery service would be better
- I've never seen one of them
- The delivery service is a really good idea
- It's better if this stops because it wastes money for repairs

- Bad idea x10
- They should stay open for older people x10
- Bad for disabled people x6
- It should stay open x3
- Bad for people who don't live near a library x2
- If the book shop was full the bus could help
- I use it very often
- Not a lot of old people like to go on the internet
- Its 4 busses here to get to and back from a library
- Should be open 24 hours
- What if you didn't have the internet so you couldn't use the home delivery service?

Overall comments
- There are good and bad ideas x4
- I like the council's ideas/I completely agree with it x2
- We should get a vote on it x2
- You could read to children under 5 to make money
- You could sell refreshments to make money in libraries
- The money could be used to buy other things when they close the library
- We really like the Reading Challenges they do in the summer
- Libraries should run like businesses
- Spare books could go into nearby schools
-
- There are good and bad ideas x4
- Don't shut down our local libraries, we don't live near a hub x5 (St. Mary's Primary)
- The opening hours need to change/stop closing them at silly times when people are free x5
- It should stay the same x3
- Tinsley library should stay open/be a hub because it's a long way for people to go to another one x3
- There should be more types of books x2
- I think we should have a bus going to the local libraries dropping people off and you pay 20p x2
- Could be open 24 hours and people have different shifts x2
- Totley library should stay or there will be no library near us x2
- It will affect our education if it is shut down x2
- The council shouldn't close any libraries, it's not fair on the people who work there

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- As a council they must have other buildings they could sell
- Parents won't be able to get books to read to their children to put them to sleep
- Judith and her assistant won't have a job! (Tinsley Juniors)
- I think closing libraries is bad because people will not be bothered to come to libraries any longer
- We need more libraries for all the people

- Why don't libraries charge people for books?

Appendix 10

Summary of Alternative Ideas

# Denotes feedback from children and young people.

Savings elsewhere

- Do not spend any money on the Tour de France. £900,000 cannot be justified to be spent on one day
- Do not spend money on Fright Night, Tramlines etc. in these times of austerity
- Stop refurbishments and alterations at the Town Hall
- Turn off some of the streetlights in the early hours
- Reduce number of councillors in cabinet and stop councillor expenses and excessive travel
- Collect all the money that is owed to the council, especially council tax and rent arrears
- Stop spending unnecessary money on expensive external consultants and agency staff
- Reduce wages across council departments

Income generation and marketing

- Advertise/raise awareness of libraries more to encourage higher usage of the service
- Produce a map for all Sheffield citizens showing where Hub libraries are and how to get there on public transport, parking in area etc., to encourage more usage by advertising accessibility
- Make sure relevant people are made aware of home library service
- Charge for reserving books. Possibly cut down on buying new books for a year
- Consideration of a subscription for library membership
- Consider making a charge for services to operate on a more commercial basis. The internet, 'E' books, e.g. Kindle, TV, etc. are changing the demand for books. Lending books should perhaps be only a part of the service offered, e.g. renting out 'E' books, downloading books and films, lending DVDs
- Assistance with internet web sites for elderly, disabled and those who are not computer literate or have access to a computer would be very popular. Consider charging for services. Scale of charges to suit affordability
- Take donations of books, CDs, DVDs, then offer sale or rent to the public
- Do not send letters out when reservations arrive or for any other purpose – should have modern paper free admin processes if money is tight
- Streamline all processes and staffing – utilise the council's transformation team
- Could money be earned in useful amounts by the sale of archive photos?
- # Reduce council funding in other areas to save libraries
- # Tax millionaires to fund libraries

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Alternative models

- Approach potential benefactors to sponsor libraries
- Transfer the libraries budget to education, then it will be more protected
- Keep all libraries open but with reduced staff and reduced opening hours – this is the only fair option
- Don't have any hubs and keep all branch libraries open as community-led libraries supported with paid librarians and volunteers
- Have volunteers in all libraries working alongside paid staff
- Choose hub libraries that are on public transport routes, and have easy wheelchair access, car parking or off street parking. Ensure accessibility for all
- Provide some initial support for Independent Libraries - training, stock rotation, peppercorn rent
- Set up a virtual library via the internet instead. This would possibly help younger people in rural areas
- In areas where libraries are closing, provide a free bus service (one in the morning and one in the afternoon) to take people to the nearest Hub library. Like the "Tesco Bus Service"
- Allow other companies to support services like IT
- Close all the community libraries and just have one great venue in city centre
- Consider manning the library with volunteers but with a trained librarian in situ
- Look at what the cities with the best library participation rates have done, and use the best practices to improve Sheffield library services
- Have better libraries in schools, could adults use this after hours run by volunteers?
- Libraries are over-staffed so reduce staffing first before any closures
- If you are short of resources, concentrate on core library concerns: books and audiobooks, not DVDs, music CDs, and not broader community activities. Use volunteers to replace paid staff where possible, but always have paid staff working with them as well
- Consider 'downsizing' the library premises perhaps making them cheaper to run
- Integrate libraries with post offices instead of closing down libraries, or other council services such as housing, then rent and building maintenance and even staffing costs can be reduced
- Get private companies to sponsor libraries so they can all stay open with council librarians running them
- Attract partnerships and other businesses in libraries such as coffee shops so you can generate income from rent etc.
Keep all branch libraries open with reduced staff and opening hours
Use volunteers in all libraries working alongside paid staff
Have virtual libraries and invest in latest technology

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Suggestions to assist proposed model

- Change central opening hours to cater for the majority of people i.e. those who work full time, so reduce morning and afternoon opening hours and increase evening and weekend hours
- Heating is always high in libraries. Consider a small reduction in temperature to reduce costs
- Manage the library budget more professionally and stop spending so much on glossy leaflets etc. – get your priorities in order re. spending
- Streamline all libraries with computerised scanners and invest in latest technology – follow the good practice achieved by the Sheffield's Universities who have successfully modernised their libraries and made them fit for purpose
- Make libraries fit for future generations by investment and greater emphasis on digital access - on line catalogues and e-books
- Look at the system of fines for overdue books for people in areas not served by the hub libraries. They may have more problems in getting books back on time, or increase the time period for which books can be borrowed
- Need to ensure closure times of the remaining libraries do not overlap so that there is always some availability within reasonable travelling distance
- Ensure that hub libraries have plenty of quiet zones
Children can only visit central library after school and weekends, so reduce opening hours in mornings rather than afternoons and evenings

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The future of Sheffield's library services

PROSPECTUS

Sheffield City Council

February 2013

The Council is facing tough financial decisions in order to find £50m of savings in 2013/14 and more in future years. It has already cut £140m from its budget in the last two years due to the Governments drastic cutbacks in Council funding. This has meant that the library services budget will have to take its share of the reductions – with a proposed £1.6m less available to run the library service which currently costs £6.4m a year.

We want to save our libraries for future generations in the City. However, if there are no viable alternatives, given the budget available, this could mean the closure of up to 14 libraries.

As part of a review of library services, an extensive consultation was carried out over the summer of 2012 and over 6000 people gave their views. The majority of respondents thought that developing partnerships with others was a good idea. This included some interest from groups and individuals who are open to becoming more involved in the running of library services.

We are inviting individuals, groups and organisations to engage with us to discuss their ideas and proposals for maintaining the viability of the City's library services. This can range from offers of volunteering to the running of whole services.

Councillor Mazher Iqbal
Cabinet Member, Communities and Inclusion
Sheffield City Council

Contents

5. Appendices/attachments
- Registration of interest form
- Information session booking form
- Consultation results 2012

1. Registering an interest

This prospectus document has been put together to provide you with key information to help you formulate ideas and proposals to support the future of Sheffield's library services.

Appendix 1 provides you with a **Registration of Interest Form**. This form can be used by individuals, groups or organisations to register how they can support the library services to be viable and economically sustainable into the future. The form also asks you to specify what information you need.

Appendix 2 is an **Information Session Booking Form**. These information sessions are for individuals, groups and organisations that are intending to, or have made a Registration of Interest. These sessions will enable you to come along to the Town Hall and discuss your ideas and proposals and obtain information you need to develop your ideas further.

The registration of interest process, including follow up discussions and information sessions, will last for a period of approximately 8 weeks.

Later in the year we may issue formal invitations to tender based on the ideas and proposals submitted in the register of interest. If you wish to propose ideas which are your intellectual property this should be clearly stated.

2. About Sheffield's library services

This section provides information about the vision, standards and governance for Sheffield's Libraries, Archives and Information Service, including its frontline services and central support functions. However, the information provided is to aid general understanding and is not fully comprehensive.

2.1 A Vision for Sheffield's Libraries, Archives and Information Service

The Sheffield City Council Corporate Plan 2011-2014 states that as an organisation we will focus on four priorities:

1. Standing up for Sheffield
2. Supporting and protecting communities
3. Focusing on jobs
4. Business-friendly

Libraries are and can continue to be, key community 'anchors' connecting the City Centre with local communities. Critical to this role is the importance of a sustainable, flexible library provision which is outward facing and inclusive to all.

The four priorities above will set the direction for Sheffield's Libraries, Archives and Information Service and will work alongside our vision.

What do we want for the city's Library service?

Sheffield will be proud of its forward thinking, innovative and contemporary library service that promotes lifelong learning, digital inclusion and celebrates reading. Libraries will

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enable people to become informed citizens through access to information and services and encouraging participation. The Council will ensure that our library services are maintained by developing sustainable and deliverable options for the future.

How will we do this?

Promote reading and a wide range of resources
Sheffield's libraries will provide a wealth of literacy and IT resources for people of all ages and abilities. By celebrating books and reading we will enhance literacy skills across the city through provision of a variety of programmes and outreach services.

Create welcoming library spaces
Libraries will be attractive places that encourage use by a variety of groups and individuals whilst ensuring neutral, high quality public spaces, both indoor and outdoor, that respond to local community needs. They will be 'fit for purpose' and co-located with other services where appropriate, bringing service points closer to neighbourhoods.

Celebrate Sheffield's successful centres and rich local history
Libraries will act as 'hubs' for the community shaping our successful centres; providing a focus for local civic pride, and celebrating the city's diverse history, locality and culture. A high quality Central Library offering an opportunity to showcase Sheffield will demonstrate the city's commitment to this.

Tackle poverty and social inequality
As community hubs, libraries will recognise the need for tackling poverty and social inequality, enabling access to a wealth of information to aid development and new opportunities.

Promote lifelong learning
Libraries will enable people of all ages and life experience to explore, discover and learn on their terms through access to information and learning opportunities. Children and young people will be encouraged to gain the right skills for the future and attain their potential through access to learning, reading and literacy, and usable study space.

Deliver sustainable services with a focus on 'need'
We will take a 'tailor made' approach towards a new library model which recognises the needs of individuals and groups across the city. Sustainable, flexible and modern services that can be integrated with community resources will inspire, enrich and entertain Sheffield.

Utilising social capital
We will provide greater opportunities for volunteers to work with local communities and to enhance different areas of our service. By developing a Volunteer Strategy that works alongside a Council wide policy on volunteering, the library service will continue to develop specialist projects and opportunities for individuals and groups to become involved in.

Our Key Objectives
- Libraries that offer quality resources and space for a variety of groups and individuals;
- Cost effective and efficiently managed services that demonstrate value and quality to the community;
- Delivery of services that meet the individual and diverse needs of the local community;

- Improve literacy and skills for people of all ages and promote reading through specialist services and projects;
- Enable people to realise their potential through learning opportunities;
- Community managed and locally organised services;
- Strong partnerships and links with community organisations and local services including Advice Centres, Job Centres and other stakeholders;
- A diverse, flexible and well trained workforce, supportive of change;
- A library provision that recognises the changing demands and expectations of its users.

2.2 Frontline services

The front line services include:

2.2.1 **Central Library** - provides a lending library, reference and local studies service for the whole city as well as specialist services, e.g. Music and Film, World Metal Index, Intellectual Property and business information - the library is part of PATLIB UK. (Patent Libraries UK is an alliance of libraries across the UK providing information on Intellectual Property to business and the local community). The Central Library also acts as the service headquarters particularly in terms of stock purchase and management. It also has a role for reserve stock collections used across the city. .

2.2.2 **Central Children and Young People's Library** - provides a comprehensive service to children, young people and families. It has lending and reference facilities, including multi-format videos and talking books. Activities for children and parents include Beginner Bookworms, Babytime and Storytime.

2.2.3 **Community Libraries** - are a key component of the Council's Successful Centres Programme providing a variety of social spaces – as well as somewhere to borrow books or find information. Sheffield currently has 27 Community Libraries (not including the Central Library) across the city. Services provided include: -

- Book lending, request service and inter-library loan
- 24 hour online services, online reservations and renewals and interaction via social media – Twitter, Facebook, Flickr, & blogs.
- Fax and photocopying services
- Online training courses and other IT classes
- Children's books and activities
- Reading groups for adults, teenagers/young people and children (including groups for different communities/languages)
- Reference and information services
- Family and local history
- Newspapers and magazines
- CD and DVD hire
- Community meeting rooms
- Homework Zones and after school groups
- Access to computers and the internet for all via the People's Network
- Reader development activities, e.g. 'Meet the Author' sessions, adult literacy schemes, the 'Six Book Challenge'

- Targeted services for 'new arrivers' – e.g. access to the 'Life in Great Britain Citizenship course'
- Books in a broad range of community languages
- Partial membership for individuals without ID
- Councillor's and MPs surgeries
- Job search sessions
- Writing groups
- Coffee mornings/discussion groups
- Mother and baby sessions
- Smart meters for loan
- Art clubs/creative activities for young people
- Exhibition spaces

2.2.4 **Schools Library Service** – provides collections of material linked to the National Curriculum and to reading for pleasure in schools as well as providing help and advice on school libraries and literacy provision, author events and activities. The unit operates on a trading basis and individual schools purchase the service.

2.2.5 **The Young People's Library Service** - oversees the Summer Reading Challenge, Sheffield Children's Book and Baby Book Awards and Bookstart. It also manages the Little Library van - targeting 'hard to reach' families across the city. The unit has links with major events and festivals, reading groups, Homework Zones and after school groups as well as a broad range of activities for children and young people. The service is also recognised as a Learning Destination for The Children's University.

2.2.6 **Sheffield Library Theatre** - offers an affordable venue, supporting the local arts, theatre, music and film scene hosting a broad range of events, from music, to wrestling to burlesque to variety and film shows.

2.2.7 **Patients Library -** provides a library for patients and staff in Weston Park Hospital in conjunction with the NHS, who partially fund the service
.
2.2.8 **Home Library Service** - is for any Sheffield resident who is unable to get to their local library and has no-one to help them do so. Reason for doing so could include disability, illness and or cultural isolation. The service may also be offered on a temporary basis, for example, whilst recovering from a hospital operation. Each month the service will select and deliver books or other materials based on the individual interests of the user.

2.2.9 **Mobile Library Service** – this is similar to our other lending services but provides a flexible alternative to borrowing materials for users who may be without transport or live a long distance from community libraries. There are 2 mobile library vehicles that cover 15 routes and over 90 stopping points.

2.2.10 **Sheffield Conservation Unit** - provides a full range of preservation and conservation by accredited staff. Principally the service works on archival material and undertakes the conservation of wax seals, parchment, paper and photographic material. The Unit also provides a service to the Local Studies library (which has items from the 17th century onwards in its collections) and, on occasion the wider

library service. The service also provides a digital preservation service to Archives and Local Studies. It acts as the Conservation Unit for the South Yorkshire Archives Service based at Sheffield Archives.

2.2.11 **Sheffield Archives** - acts as the archival repository for the City Council and its predecessors from the 13th century to date - this includes records relating to governance, schools, planning, finance, etc. It has 'The National Archive' status and is appointed a 'Place of Deposit' by the Ministry of Justice for the storage and management of archives from central government - the NHS, HM Courts and HM Coroner. In addition it is the repository for historical records of South Yorkshire Police, the Diocese of Sheffield and the Roman Catholic Diocese of Hallam. Also stored are the records of the South Yorkshire Archives Service which is funded by all four local authorities. Under the Local Government Act 1972 it also stores private records on loan or gifted to the City Council. Two large collections are held on behalf of the DCMS under the Treasury's Acceptance in Lieu of Inheritance Tax Scheme. The service responds to Freedom of Information and Data Protection requests on a daily basis and is open to the public 5 days a week. In addition there is a public engagement programme as well as services dealing with incoming material (the collections expand by approx 700 boxes a year), cataloguing and digitisation.

2.2.12 **Picture Sheffield** - is an online database of over 50,000 images of the city.

2.2.13 **Sheffield Community Information Service / Help Yourself Directory** - provides up to date information on voluntary organisations, clubs, community groups and related statutory services.

2.2.14 **Give and Take donation scheme** - began in February 2012 and is a great way of recycling used books, talking books and music CD's. As of Sept 2012, 6,079 items have been donated through 'Give and Take', 3,539 of which have been added to the library stock. Through the sale of donations, a total of £894.31 has been generated and reinvested into the materials fund.

2.3   Centralised support services

The following services provide support to front line library services to enable them to function efficiently, particularly the operation of the 28 libraries. Please note that the descriptions are clustered to aid general understanding of function, and are not necessarily reflective of service structure.

2.3.1   **Records Management Service** - provides a file storage, retrieval and disposal service for most Council Departments. The service also liaises with Archives to select files for permanent preservation.

2.3.2   **Building maintenance & support** - provides ad hoc and planned buildings work e.g. repairs, maintenance, and refurbishments. H&S risk assessments, First Aid training, Legionnella testing, fire training and compliance monitoring at all sites.

2.3.3 **Distribution services** - has 3 library vans based at Staniforth Road that make deliveries to and from community libraries and other services. This facilitates the circulation of books and other library materials, delivery of internal mail and library equipment.

2.3.4 **Budget & resource management.** General budget management including the payment of utility bills and rates. HR functions including salary payments, timetabling and deployment of staff.

2.3.5 **Materials management** - focuses on the selection of books and materials for acquisition involving ordering, cataloguing, and electronic tagging. This service also involves managing book reservations, book donations and the inter-library loan system (i.e. lending and receipt of materials from other authorities).

2.3.6 **Marketing & Promotion** - service promotes library activity via social media e.g. Twitter, Facebook, blogs, Flickr and other sites. The service also produces promotional materials, e.g. quarterly newsletter, posters, notices, web and Intranet content.

2.3.7 **Library IT Systems** – provides the development and day to day support and maintenance of a range of IT systems in partnership with BIS & Capita This includes:
- The Symphony library management system
- The People's Network (pc internet access).
- Dealing with systems failures and managing system recovery.
- System updates e.g. library closed dates, alterations to charges etc
- Training and development of staff on the Library Management System
- Provision of digital services e.g. web catalogue, online reservation and renewal facilities
- Netloan – a PC booking system for the People's Network
- Installation and maintenance of RFID (Radio Frequency Identification) self service machines.

Note: I.T systems are delivered by Capita as part of SCC contract, e.g. network connections, servers, business applications, desktop hardware.

2.4 Use of community libraries

Community Libraries	Issues	People's Network	Visits	Weekly Hrs	Annual Hrs	Issues/Hr	PN/Hr	Visits/Hr	Comment
Broomhill	121,341	3,810	69,289	36.00	1,800	67.4	2.1	38.5	
Burngreave	23,699	10,784	37,810	24.00	1,200	19.7	9.0	31.5	
Chapeltown	111,793	6,521	81,780	36.00	1,800	62.1	3.6	45.4	
Crystal Peaks	114,309	11,749	117,706	40.00	2,000	57.2	5.9	58.9	
Darnall	47,175	4,580	75,431	36.00	1,800	26.2	2.5	41.9	
Ecclesall	209,102	5,571	115,096	42.50	2,125	98.4	2.6	54.2	
Ecclesfield	42,302	1,723	23,232	21.00	1,050	40.3	1.6	22.1	
Firth Park				40.00		43.5	11.9	67.1	

	87,098	23,851	134,246		2,000				
Frecheville	28,366	1,382	38,699	21.00	1,050	27.0	1.3	36.9	
Gleadless	53,144	2,701	65,282	25.00	1,250	42.5	2.2	52.2	
Greenhill	66,794	6,988	47,681	25.00	1,250	53.4	5.6	38.1	
Highfield	95,605	11,586	77,312	36.00	1,800	53.1	6.4	43.0	
Hillsborough	94,864	8,341	75,761	36.00	1,800	52.7	4.6	42.1	
Jordanthorpe	17,432	5,050	27,302	21.00	1,050	16.6	4.8	26.0	
Manor	67,987	22,062	73,832	36.00	1,800	37.8	12.3	41.0	
Newfield Green	22,321	4,843	33,387	21.00	1,050	21.3	4.6	31.8	
Park	41,250	6,460	39,300	21.00	1,050	39.3	6.2	37.4	
Parson Cross	37,586	11,971	92,352	36.00	1,800	20.9	6.7	51.3	Visitor figure is for whole building not just library
Southey	26,160	6,623	39,879	21.00	1,050	24.9	6.3	38.0	
Stannington	59,652	1,003	46,482	21.00	1,050	56.8	1.0	44.3	
Stocksbridge	65,507	6,406	71,157	36.00	1,800	36.4	3.6	39.5	
Tinsley	16,842	5,063	26,866	21.00	1,050	16.0	4.8	25.6	
Totley	84,821	3,757	59,232	32.00	1,600	53.0	2.3	37.0	
Upperthorpe	35,957	10,428	190,350	35.00	1,750	20.5	6.0	108.8	Visitor figure is for whole building not just library
Walkley	44,404	3,409	39,915	21.00	1,050	42.3	3.2	38.0	
Woodhouse	42,506	4,158	40,489	21.00	1,050	40.5	4.0	38.6	
Woodseats	89,189	10,527	62,235	36.00	1,800	49.5	5.8	34.6	
Total Community Libraries	**1,747,206**	**201,347**	**1,802,103**	**798**	**39,875**	**1,119.5**	**131.0**	**1,163.7**	

Library	Postcode	Total hours open	Space/Area estimate in m²	Building quality & state of repair	Building Date	Does SCC own the Building?	Who owns the freehold?	Councils Interest	Toilets	DDA Accessibility	Community space and co-location
Broomhill	S10 5BR	36	548	Moderate	2005	Yes	Council	Freehold	staff	x	
Burngreave	S4 7LF	24	299	Good	2005	Yes	Other	Leasehold	staff	✓	Community room.
Central	S1 1XZ	52.5	4723	Poor	check	Yes	Council	Freehold	public	✓but limited	Community room.
Chapeltown	S35 1AE	36	391	Moderate	2008	Yes	Council	Freehold	public	✓	Community room. Co-located with a Children's Centre
Crystal Peaks	S19 6HZ	40	2419	Good	2008	No	Other		staff	✓	Library & Council Offices building - shared with First Point, Sheffield Homes. Shared community room.
Darnall	S9 5JG	36	474	Moderate	2008	Yes	Council	Freehold Reversion	staff	✓	Community room.
Ecclesall	S11 9PL	42.5	561	Good	2005	Yes	Council	Freehold	public	✓	Community room.
Ecclesfield	S35 9UA	21	193	Good	2008	Yes	Council	Freehold	staff	✓	
Firth Park	S5 6QQ	40	1018	Moderate	2008	Yes	Council	Freehold	staff	✓	Community room.
Frecheville	S12 4YD	21	173	Poor	2008	Yes	Council	Freehold	staff	✓	
Gleadless	S12 3GH	25	212	Good	2008	Yes	Council	Freehold	staff	✓	The building is co-located with a medical centre and other health organisations.
Greenhill	S8 7FE	25	467	Moderate	2008	Yes	Council	Freehold	staff	✓	
Highfield	S2 4NF	36	782	Moderate (listed)	2008	Yes	Council	Freehold	public	x	Highfield House is attached to Highfield Library but is currently vacant.
Hillsborough	S6 4HD	36	994	Moderate (Listed)	2008	Yes	Council	Freehold	staff	✓	
Jordanthorpe	S8 8DX	21	230	Good	2008	Yes	Council	Freehold	staff	✓	
Manor	S12 2SS	36	920	Good	2008	Yes	Council	Freehold	public	✓	Manor Library co-located with a First Point Service. Community room.
Newfield Green	S2 2BT	21	196	Good	2008	Yes	Council	Freehold	staff	✓	
Park	S2 5QP	21	480	Good	2008	Yes	Council	Freehold	staff	✓	Community room.
Parson Cross Learning Zone	S5 8RB	36	276	Good	2011	No	Council	Freehold - Leased to SOAR	public	✓	Library is co-located with Sheffield Homes and SOAR (Southey and Owlerton Area Regeneration)
Southey	S5 8RB	21	385	Moderate	2008	Yes	Council	Freehold	staff	✓	Community room is used as a base for Southey Development Forum and LEAF (Local Enterprise Around Food).
Stannington	S6 6BX	21	112	Good	2008	Yes	Council	Freehold	staff	✓	
Stocksbridge	S36 1DH	36	569	Moderate	2008	Yes	Council	Freehold	staff	x	There is a community room which is accessible to wheelchair users on the ground floor.
Tinsley	S9 1UY	21	248	Moderate	2008	No	Other	Leasehold	staff	✓	
Totley	S17 4DT	32	313	Moderate	2008	Yes	Council	Freehold	staff	✓	
Upperthorpe	S6 3NA	35	1062	N/A	N/A	Yes	Council	Leasehold		x	Shared with various health and leisure facilities provided by Zest
Walkley	S6 3TD	21	446	Moderate (listed)	2008	Yes	Council	Freehold	staff	x	
Woodhouse	S13 7JU	21	306	Moderate	2008	Yes	Council	Freehold	staff	✓	Community room.
Woodseats	S8 0SH	36	354	Poor	2008	Yes	Council	Freehold		x	

3. <u>Library services in the future</u>

3.1 Service standards and governance

If you are proposing to run a library service, in whole or in part, you will need to consider the following requirements for service standards and governance. We will want to discuss jointly with you how these standards will be met. Sheffield City Council reserves the right to amend or add to these requirements prior to any agreement.

3.1.1 Standards

- Libraries should be welcoming and open to everyone.
- Libraries should be free at the point of access and should be promoted as free and accessible to all sections of the community
- Library membership should be available for everyone who is living, working, studying or visiting Sheffield.
- The operation of the library, including the purchase of books and other materials must be neutral to political or religious interests.
- Libraries will continue to provide books as their core product but this should increasingly be in a variety of formats
- Libraries should aim to meet the diverse needs of the community for which it serves
- Libraries should continue to work with and develop the library services with organisations and groups outside of their library buildings
- The use of a wide range of library promotional events and activities should be seen as integral to a healthy and successful library service
- Fees and charges should be published and fairly applied to all users.
- Library users must be able to visit a library without a time limit, subject to library opening hours. (This does not extend to the use of resources).
- Library users must be able to visit a library free of charge.   There should not be an entrance fee or membership restriction.
- In some circumstances admittance may be restricted i.e. anti-social behaviour, offensive or abusive behaviour.
- Responsibility for promoting and developing the service will be communicated in line with local, Regional and National decision making bodies and policy

3.1.2 Governance

- A clear, advertised and accountable decision making structure should be in place
- Procedures for dealing with complaints and disputes concerning the operation of a library service
- Safeguarding procedures for vulnerable adults and children using the service should be in place and both the provider and user of the service should be aware

- Awareness, understanding and compliance with employment, equalities, data protection and health and safety legislation

- Possession of the relevant insurances necessary for the operation of a library service– e.g. public liability

- Proven financial management procedures and accountability

3.2 Current Assessment of Need

The Library Review is undertaking a comprehensive needs assessment and analysis of which this 'Current Assessment of Need' is a preliminary extract. The comprehensive document will be finalised later in 2013. We will be looking for ideas and proposals that can help meet the needs of Sheffielders now and into the future.

This section highlights some of the issues and choices facing Sheffield people and library users.

3.2.1 Sheffield – key issues and characteristics

For more detailed information see the State of Sheffield report 2012
https://www.sheffieldfirst.com/key-documents/state-of-sheffield

a. **Population**

- The population for the city of Sheffield is 552,700 (Census 2011).

- By 2020, the city's population is expected to rise to around 587,000.

- Factors relating to increased population are: more young adults living in the city and a growing student population, longer life expectancy and a continuing increase in the city's birth rate.

b. **Deprivation and affluence**

- Generally, the most deprived communities are concentrated in the north east and east of the city.

- There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population.

- 12% of households rely on benefits with 24% of Sheffield's dependent children and 28% of the population over 60 years old living in households claiming Housing and/or Council Tax Benefit.

- There are 7 neighbourhoods in the 10% of least deprived (most affluent) locations in England.

- The most affluent communities are in the south west of the city.

c. **Education and employment**
- Sheffield's two universities now have around 58,500 students and Sheffield College has some 26,600 students.

- The proportion of the population with a degree level qualification in 2011 (32.5%) comparing well with many other cities.

- The educational profile of the city's population has seen the proportion of residents with no qualifications falling from 16.6% in 2008 to 10.0% in 2011, bringing Sheffield in line with the national average.

- Communities living in neighbourhoods in the north east and east of the city are more likely to experience deprivation in respect to education, skills and training.

- Sheffield still has a higher number than the national average of 16-18 year olds not in education, employment or training (NEET).

d. Health and wellbeing

- Compared to the other Core Cities, Sheffield has the longest overall life expectancy and the lowest levels of early deaths from cancer, heart disease and strokes.

- People in all parts of the city are living longer. Deaths from major illnesses, especially heart disease and cancer, have reduced markedly and there has been a reduction in the number of people, particularly children, killed or seriously injured on the roads.

- Mortality rates for men have halved since 1975 and for women reduced by 40%.

- Life expectancy, at 81.8 years for women and 78.2 years for men, is only a little below the national average.

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

- Ageing is a key component of overall wellbeing, and it is likely that Sheffield will have many more older people in the future than it does now.

- Currently around 9,000 older people (12% of all in city) receive support.

- By 2025 it is estimated that there will be a 23% increase in people aged over 75 years living alone, and 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.

e. Diversity

- There are 128 languages spoken in the city's schools and communities.

- The ethnic and cultural profile continues to change. The proportion of residents classifying themselves as non-British white has grown from 11% in 2001 to 17% in 2009, with the largest increases occurring in the East European, Indian and Chinese communities.

f. Travel and accessibility

- Getting around the city is changing with more people using the city's tram network (Supertram) and favouring walking and cycling.

- Bus travel is declining and motor vehicles are still used by most people to travel with 153,960 households in Sheffield having access to a car or van (Census 2011).

3.2.2 Library users

a. Registered library users (RLU's)
- Almost 1/3 of the city's population are registered library users.

- Individuals can register at, and use the services of, any of the library access points.

- 2011/12 figures show the number of registered (and active within 2 years) library users as 110,111, plus 69,702 children and young people under 18.

- In the period from November 2006 to April 2010 there was an overall reduction of 25% in Adult RLU's.

- The current record of RLU's includes anyone who has registered since April 2010 and anyone who registered before 2010 and used library services between 2010 and April 2012.

- The topography of Sheffield and its public transport links means that RLU's do not always live near to their closest library.

The graph below shows the number of RLU's at each community library:

Community Libraries - Adult Registered Users
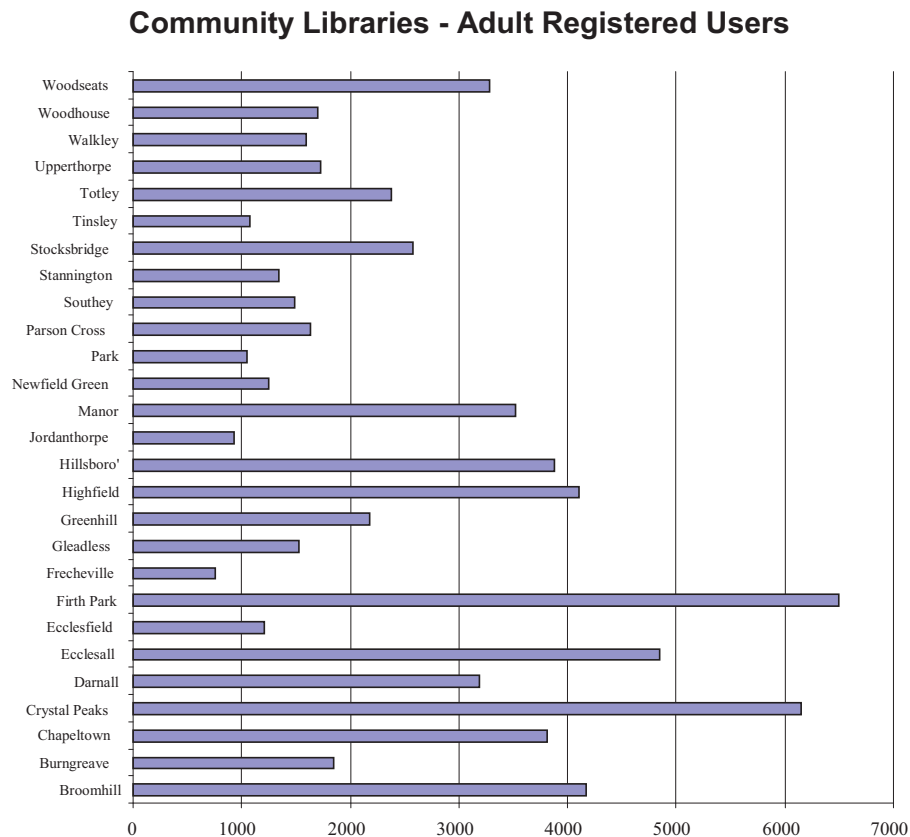
The graph below shows the percentage of RLU's per population:

Locally Registered RLUs per Population
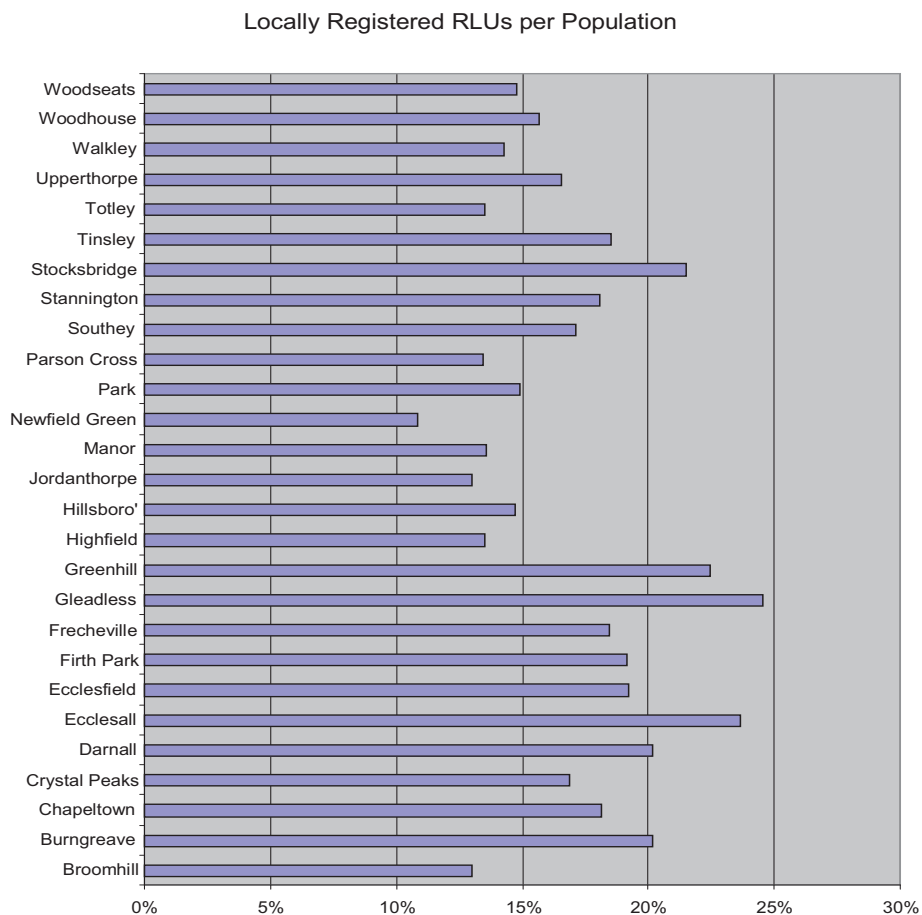
b. **Black and Minority Ethnic community**
- Analysis of RLU's shows that 24% are from BME backgrounds compared to an estimate 17-18% of the population. This means 40% of BME adults are RLU's compared to 25% of White British adults. However, the BME community cannot be seen as a single homogenous group thus within the BME profile there are wide variations such that 60% of Black African adults and 20% of White Irish Adults are RLU's.

- Libraries can offer refugees and asylum seekers an environment to communicate, build relationships and improve English language skills. There is an expectation for libraries to provide information about UK citizenship and links to advice services such as the Citizens Advice Bureau. (**Source**: Focus group with refugees and asylum seekers in Sheffield).

- The chart below shows the percentage of RLU's from BME communities compared to the overall number of RLU's.   This shows that the 3 BME ethnic groups most likely to be RLU's are Black African, Pakistani and Other White groups.

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BME Population v RLU's
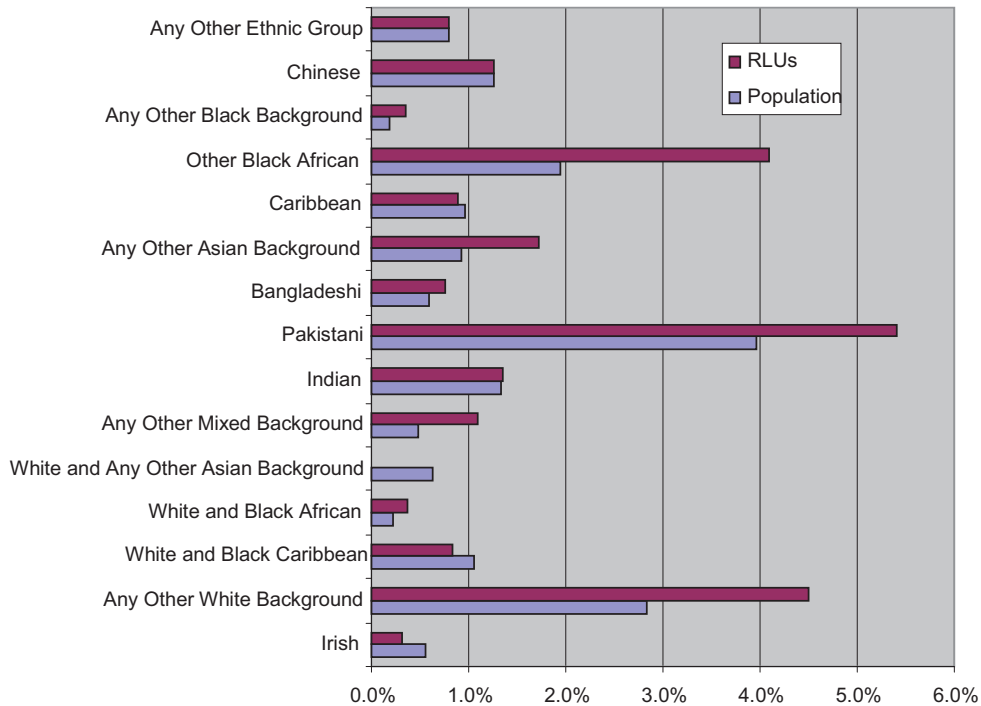
c. **Children and Young People**

- Young people have expressed a need for libraries to provide a quiet space to study and do their homework as well as to provide an element of social space that is warm and welcoming. (**Source:** Consultation focus groups with young people aged 11-18 years who live in the north and north east of the city).

- There is no discernable pattern in the proportions of children (under 18's) in the population registered as library users. The best performing areas are dispersed around the city. The only apparent feature is the generally lower performance in this area across the south east of the city.

The map below shows the distribution of RLU's who are under 18 years of age:

Libraries: U18 Registered User Distribution
Source: SCC

Legend
- Branch Library
- Library Review Neighbourhoods

%ge 0-19 Population
- 3.00% - 21.60%
- 21.61% - 40.20%
- 40.21% - 58.80%
- 58.81% - 77.40%
- 77.41% - 96.00%

Classification: Equal Interval
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Scale: 1:95,000

Sheffield City Council
Knowledge & Research Team
Policy, Partnerships & Research Service
Tel: (0114) 2930239

d. Older People

- Sheffield residents are living longer and there is an estimated increase in the number of people over 75 years living alone.

- The Home Library Service currently has 763 (Jan 2013) active users (majority aged 60+) which delivers books and other materials to people who otherwise cannot access library provision - this may be because of old age, disability or illness.

- Around 9,000 older people in Sheffield currently receive some form of social support

The map below shows how the Home Library Service users appear to be evenly distributed around the city:
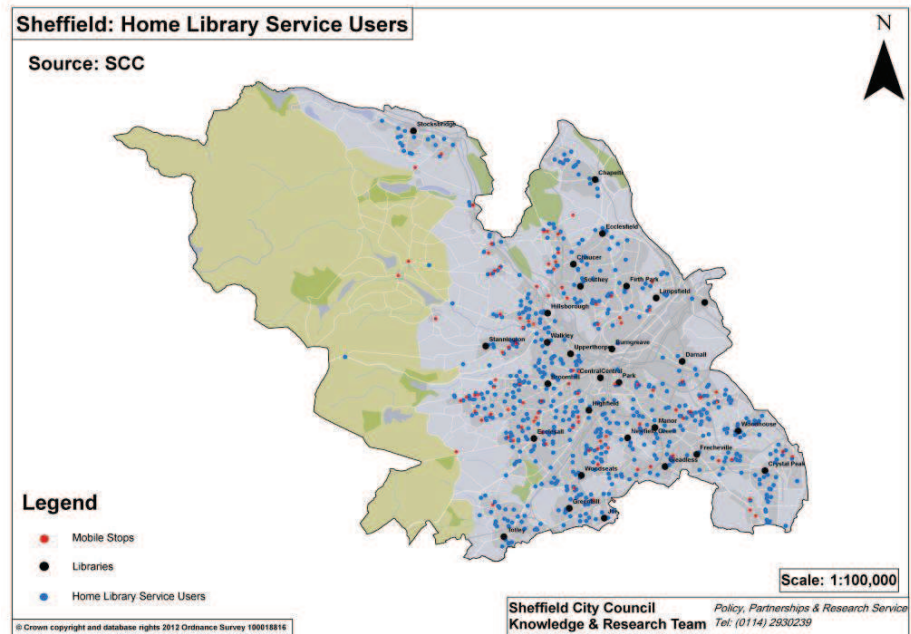
Sheffield: Home Library Service Users
Source: SCC

Legend
- Mobile Stops
- Libraries
- Home Library Service Users

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Scale: 1:100,000

Sheffield City Council
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e. Disability

- Monitoring of library users asks whether individuals consider themselves disabled. The current overall figure for this declaration is 10% in community libraries.

- People with disabilities feel it is important for libraries to be accessible. Issues such as the need to increase signage in libraries and the use of pictorial signs have been raised along with the barriers that physical access to non DDA compliant buildings can pose. (**Source:** Consultation focus groups).

- The need to provide accessible library buildings has been supported by a programme of works to improve accessibility (this is not yet complete).

- Users of the Home Library Service were invited to respond to a survey about the home delivery provision during the same consultation. 189 users responded which is approximately 26% of the total active users for this service. Out of these respondents, 125 people (65%) told us that they consider themselves to have a disability.

- The 2009 PLUS survey asked for further details about the nature of disability and the graph below details the relative proportions of the responses – this does not identify where one individual might have multiple disabilities.
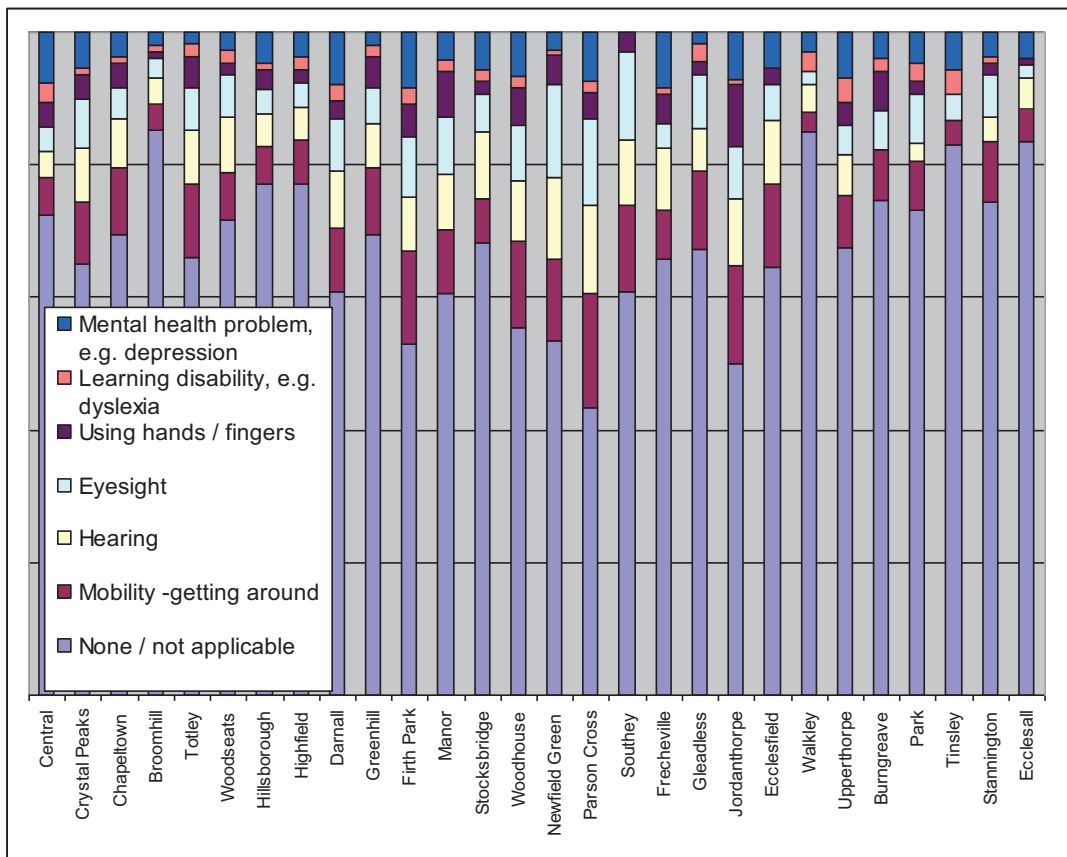
3.2.3 Community library usage

a. Trend
- The general trend of library activity shows a steady reduction in borrowing – down around 13% between 2009 & 2011. This contrasts with a steady increase in access to the People's Network (PN) – up around 10% between 2009 & 2011.

b. Internet access
- The PN internet access service was first introduced in 2003, grant funded from the New Opportunities Fund (the midweek lottery).

- The usage of this service varies significantly across the library service points with Manor and Firth Park providing more than twice the number of sessions than all other community libraries.

- Some community libraries have very limited space and hence limited numbers of PCs whilst others are better equipped and have more PN sessions available. This impacts on the number of PN sessions recorded. Therefore analysis is based on 'occupancy' rate to show how well the individual library sessions available are utilised.

- Occupancy rates vary from under 15% in less deprived areas like Ecclesall and Totley, to more than 60% in relatively poorer areas like Park and Firth Park. There is a correlation between the areas where households are less likely to have internet access and where library internet activity is high.

The graph below shows PN occupancy rates for each community library:

2011-2012 PN Occupancy
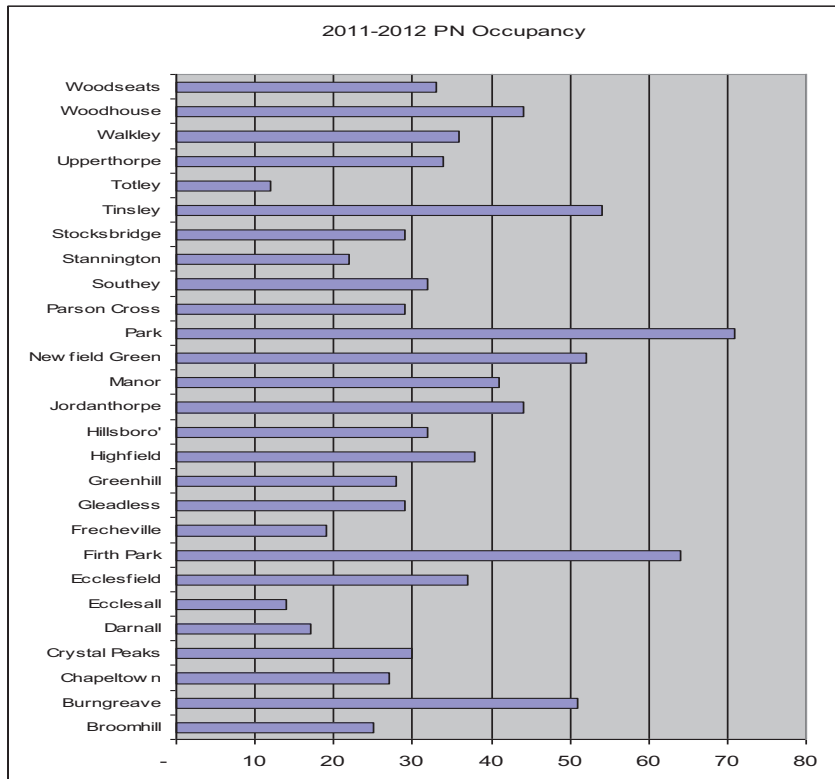
The map below depicts Experian Mosaic data set asking if households are 'likely to be Library Internet users'. This has common characteristics with the distribution of Job Seekers Allowance claimants across the city.

Households Likely To Be Library Internet Users
Source: Experian Mosaic

Legend
- Libraries
- Library Review Neighbourhoods

Potential Households By LSOA
- 0
- 1 - 83
- 84 - 229
- 230 - 431
- 432 - 689
- 690 - 1212
- 1213 - 2731

Index Score = 150+

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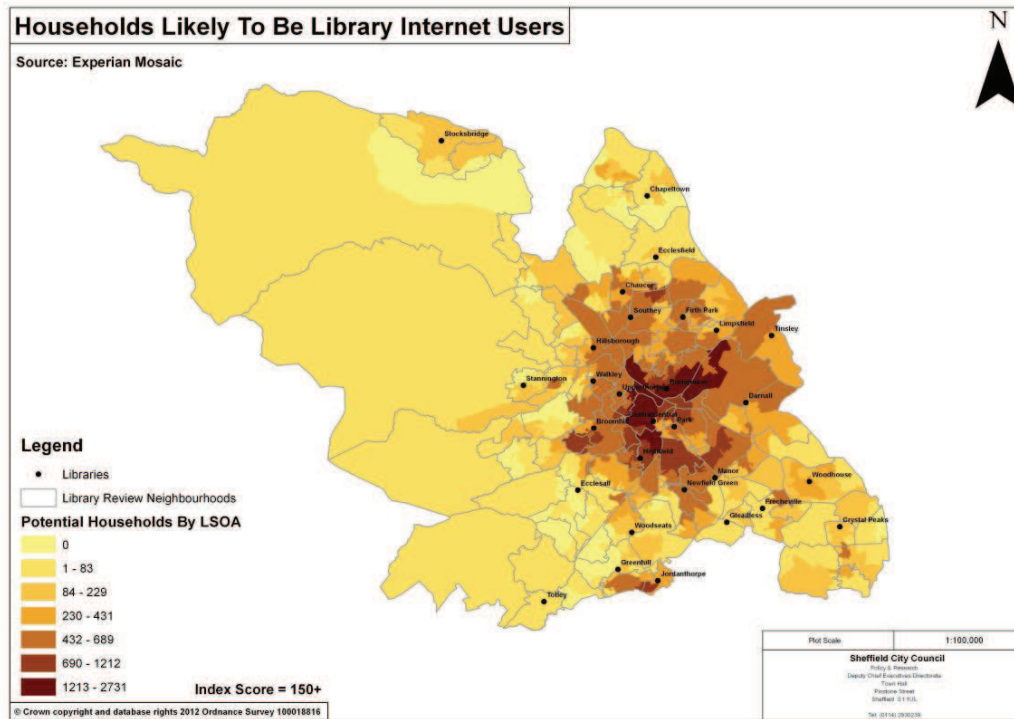
c. **Location of libraries**

- The location of libraries around the city results from a legacy stretching back to Victorian times when some of the current buildings were built but also encompasses initiatives throughout the last century and more recently, to respond locally to needs.

- Changes in the number of the population and the shifts in preferred locations mean that current buildings are not always in ideal locations.

- Some community libraries are relatively close together, whilst others are several miles away from the next nearest library.

- The topography of Sheffield is such that the proximity of a nearby library does not necessarily mean that it is accessible by public transport routes. Some library users therefore choose to use the Mobile Library Service as an alternative.

- Some of the mobile stops are located in rural areas well away from static libraries whilst in other areas mobile stops can be within 10 minutes walking distance.

The map below shows the proximity of community libraries and mobile stops and relative walking distances:

Walk time Isochrones from Community & Mobile Libraries

SCC KNOWLEDGE & RESEARCH
0114 2930239

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Legend:
- Mobile Library Stops
- 5 Min walk from Mobile Stop
- City Boundary
- Community Libraries
- 10 min walk from community library
- 20 mins walk from community library
- 30 min walk from community library
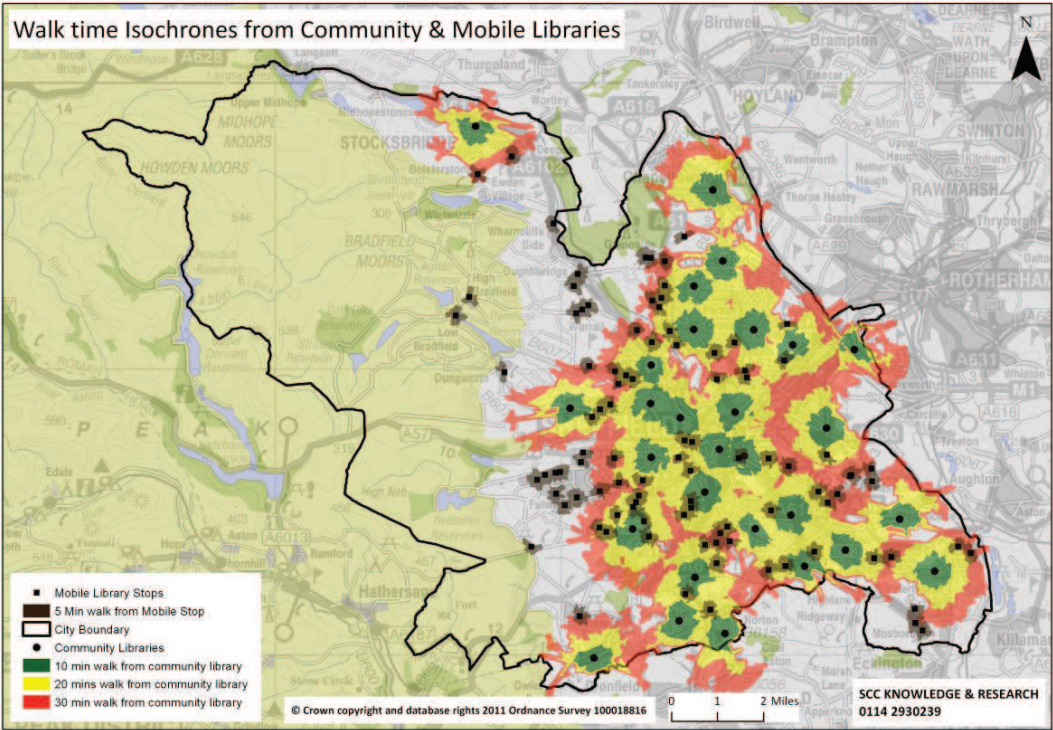
The map below shows the distance registered library users need to travel to their nearest library:

Library Catchment: Registered User/Distance

Legend
- Branch Library

Registered Users
Distance (m)/Zone
- 0 - 220 (Zone 1)
- 230 - 360 (Zone 2)
- 370 - 730 (Zone 3)
- 740 - 1,100 (Zone 4)
- 1,200 - 2,200 (Zone 5)
- 2,300 - 3,600 (Zone 6)
- 3,700 - 7,300 (Zone 7)

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Plot Scale   1:95,000

Sheffield City Council
Policy & Research
Deputy Chief Executives Directorate
Town Hall
Pinstone Street
Sheffield S1 1GL

Tel: (0114) 2930230

3.3   Library transfer models

At present Sheffield City Council operates 28 community libraries including the Central Library. To enable libraries to be economically sustainable in the future, some community libraries may be transferred to other organisations or groups.   In many parts of England different local authorities have transferred some of their local libraries to community organisations.

3.3.1   Different models of governance for transferred libraries

The following are 4 possible different models of community involvement in running a library service:

a. SCC oversees all libraries in the city, sets standards and monitors outcomes – any library service which is transferred will be subject to SCC standards and monitoring.

b. SCC only oversees libraries which are part of a supported network. Other libraries act independently and can vary their service delivery and standards.

c. A Trust is set up to oversee all library services across the city, or a Trust is set up to oversee some of the library services across the city.

d. SCC provides centralised support services such as I.T., stock movement and peripatetic staff support, rather than providing and running library buildings. Support can be provided to independent libraries and/or libraries which are part of a supported network.

Further information and guidance for local authorities on communities becoming more involved in the provision of local library services has recently been produced by Arts Council England. This can be found on their website at:

http://www.artscouncil.org.uk/what-we-do/supporting-libraries/community-libraries-research/

3.3.2   Examples of how other local authorities have transferred libraries

a. **Wakefield (Independent community libraries model) -** Wakefield Council are committed to managing and funding 14 libraries. 12 libraries were identified as not being viable and were in the process of closing. The Council explored whether any community groups were able to take on this library provision and 8 community groups have come forward to offer a volunteer run service. These 8 community led libraries are now independent of the Council and most have moved in to other buildings. The Council will provide training to the community groups running these libraries and a one off grant of £100k. They are also gifting a supply of surplus book stock, fixtures and fittings where available.

   Web link:
   http://www.wakefield.gov.uk/CultureAndLeisure/Libraries/LibraryReview/default.htm

b. **Suffolk (Co-produced model - commissioned community library) -** Suffolk County Council has transferred its 44 libraries, mobile, school and prison library services to an independent organisation with charitable status. The new organisation

aims to work in partnership with local library groups to support and expand the service and opening hours. Library staff have been transferred to the new organisation, although some roles have been restructured.

Web link: http://suffolkreads.onesuffolk.net/news/new-chapter-for-suffolk-s-libraries/

c. **Peterborough (Co-produced model - commissioned community library) -** An independent not-for-profit organisation with charitable status was set up called Vivacity which now runs the city's libraries and archives as well as other leisure and cultural services. The bulk of their funding comes from the Council but the remainder comes from trust funds. The library service is run with a mixture of paid staff and volunteers. Staff numbers were reduced prior to the transfer to Vivacity. Staff were transferred under the same terms of employment and pension conditions.

Web link: http://www.vivacity-peterborough.com/vivacity/

d. **Wigan (Co-produced model - commissioned community library) -** The Wigan Leisure and Culture Trust was formed in 2003. The Trust is both a registered charity and a social enterprise and works on behalf of Wigan Council and other local authorities in the Metropolitan Borough of Wigan. The Trust manages and supports libraries and other leisure and cultural services. The transfer was intended to improve investment and the quality of service and 800 members of staff were transferred at the time from the Council. Staff were issued with new, more flexible working agreements and volunteers support and enhance the service whilst also running one of the Boroughs' libraries. The Trust receives external funding and is supported by income generation schemes that help to improve facilities and services. The Council also provides an annual grant to the Trust and remains the owner of all library buildings. A review is being carried out in light of current financial challenges which may see more changes to the library model.

Web link: http://www.wlct.org/library-services/library-services.htm

e. **Luton (Co-produced model - commissioned community libraries covering the entire service) -** Luton libraries are now part of Luton Culture, a registered charity delivering services on behalf of the local authority. The aim was to enhance services whilst also making savings. The model enables funding to be more accessible, income to be generated and decisions made quicker. 9 libraries were transferred to the charitable trust. There remains an agreement whereby the Council still has the power to close libraries in the future if it needs to and the service is currently undergoing a review.

Web link: http://www.lutonculture.com/luton-libraries/

f. **Kirklees (Co-produced model, community managed library) -** In 2005 the Chestnut Centre which is run by community organisation Fresh Horizons, opened in the deprived Deighton Brackenhall area of Kirklees. At the time, the centre contained a community café, nursery, IT suite and other community facilities. Then in 2007, a Library and Information Centre opened in the same building which was seen as a natural extension to the already successful centre. The service is delivered by

volunteers and there is a service level agreement between the Council and Fresh Horizons.

Web link: http://www.kirklees.gov.uk/events/venuedetails.asp?vID=1533

g. **Hounslow (Commercial) -** Hounslow libraries were initially transferred to a charitable trust. When this arrangement came to an end, the council issued a tender to run the library service which resulted in a 15 year partnership (since 2008) with John Laing a private sector organisation. As part of the agreement libraries have been kept open. Most of the staff were transferred to the employment of John Laing, and efficiencies were identified in the staffing structure.

Web link: http://www.hounslowlibraries.org/web/arena

h. **Caistor (Independent community libraries model) -** The Council transferred its library at Caistor to a social enterprise - the Caister Arts and Heritage Centre. This involved the library moving into the centre (formerly a council owned chapel) and the premises being transferred into the ownership of the social enterprise. The centre is run mainly by volunteers. The library is run with a mixture of employed staff (formerly council staff) and volunteers who are trained by the Council. Under the terms of a service level agreement the centre must house a café and a library and the Council pays an annual fixed sum.

Web link: http://www.28ploughhill.co.uk/content/library

i. **Lewisham (Co-produced model, community managed library) -** Lewisham Council made the decision to retain 7 libraries and close 5. The closures were prevented by 4 libraries being transferred to community organisations. The libraries are run with a combination of volunteers and staff (from the community organisation), and library staff from the Council provide a peripatetic service. The fifth library scheduled for closure was shut in 2011 but is now being run in partnership between the Council and local organisations (without transfer). The opening hours have either remained the same of increased and there are self-issue terminals in all libraries.

Web link: http://www.lewisham.gov.uk/myservices/libraries/branches/Pages/Community-library-service.aspx

j. **Dorset -** Dorset Council runs 34 libraries in the county and plans to retain 25 and transfer 9. Dorset Council is working with eight communities to set up nine community managed libraries. The Council will provide books, computers and self service facilities and some staff support.

Web link: http://www.dorsetforyou.com/403893

4.   What Next

Over the next couple of months (February - April 2013), we will be seeking ideas and proposals to support the future of Sheffield's library services. This will involve running information sessions, meeting with groups and organisations and providing, where possible, additional information (without breaching confidentiality or data protection).

Proposals will be formed by looking at the possibilities that come forward, alongside:

- The comprehensive needs assessment and analysis
- The results of consultation from the summer 2013
- The City's priorities
- The budget requirements
- Learning and good practice from elsewhere

These proposals will be the subject of a cabinet report in the spring. This will be followed by a further period of consultation, likely to be in the summer 2013 before the final decisions are ratified.

5. Appendices / attachments

Appendix 1 (Registration of Interest form) and Appendix 2 (Information session booking form) are attached to this document. They are accessible via the attachments panel on the left hand side.

These documents, along with the attached summary of consultation results, can also be downloaded from:

www.sheffield.gov.uk/libraryprospectus

www.sheffield.gov.uk/libraryreview

Paper copies can be mailed upon request.

Enquiries to: libraryreview@sheffield.gov.uk

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The future of Sheffield's library services - Needs Assessment

September 2013

1. BACKGROUND AND CONTEXT

Sheffield: a local story

1.1.   Sheffield is a city that is an increasingly vibrant and lively place to live with a lot to offer those who are born in the city and those who come to Sheffield for work or education.

1.2.   The recent publication of the Census reveals that 552,698 people lived in the Sheffield local authority area in 2011, and the city experienced an 8% increase in its population since the previous Census in 2001 in line with the national average. In 2010 Sheffield also had the highest proportion of its population aged 65 years or over (15.5%) compared to the other English Core Cities.

1.3.   The city's population is expected to rise to around 587,000 by 2020. Three factors combined to lead to this: more young adults living in the city as a result of more inward economic migration and a growing university student population, longer life expectancy with a 16% increase in the number of people aged over 75 and a 22% increase of people aged over 85 and a continuing increase in the city's birth rate.

1.4.   Sheffield has a geographical pattern of communities that experience differing levels of deprivation and affluence. Generally speaking, the most deprived communities are concentrated in the north and east of the city whilst the most affluent in the south and west. This pattern of affluence and deprivation

has profound implications for inequalities within the city.
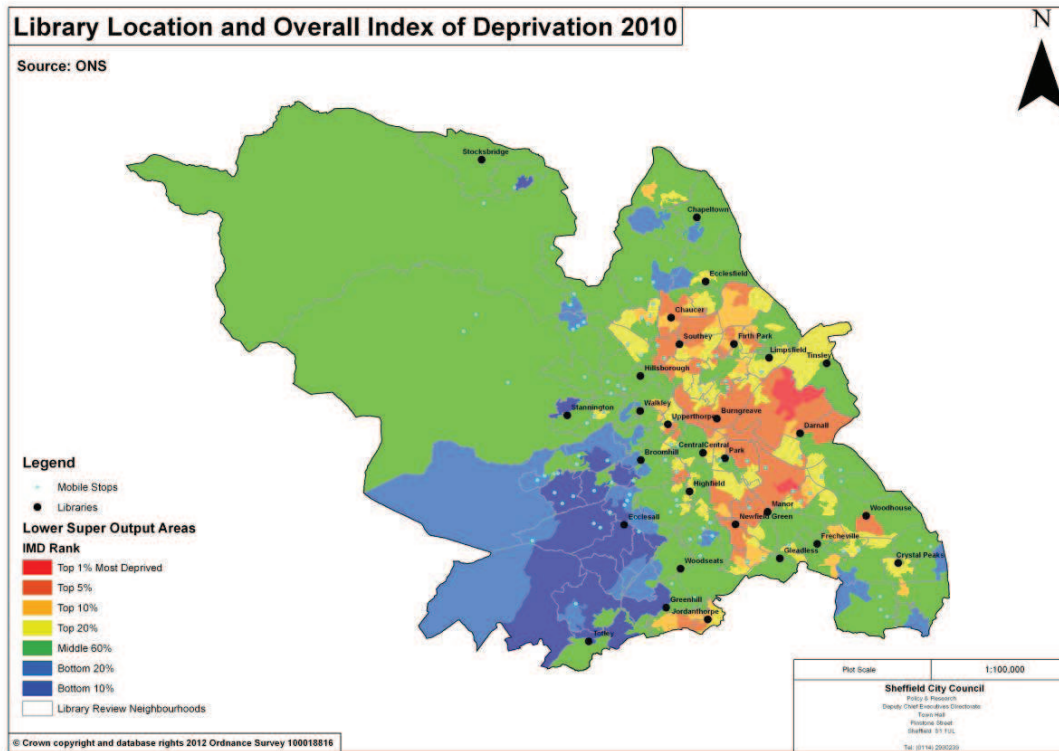
Library Location and Overall Index of Deprivation 2010

Source: ONS

Legend
- Mobile Stops
- Libraries

Lower Super Output Areas
IMD Rank
- Top 1% Most Deprived
- Top 5%
- Top 10%
- Top 20%
- Middle 60%
- Bottom 20%
- Bottom 10%
- Library Review Neighbourhoods

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1.5.   There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population, whilst there are seven neighbourhoods in the 10% of least deprived locations in England. 12% of households rely on benefits with 24% of Sheffield's dependent children and 28% of the population over 60 years old living in households claiming Housing and/or Council Tax Benefit.

Library Location and JSA Claimants 2011

Source: ONS

Legend
- Mobile Stops
- Libraries

Annual Mean No Claimants (Jan-11-Jan12)
- 7 - 29
- 30 - 52
- 53 - 79
- 80 - 112
- 113 - 190
- 191 - 308
- Library Review Neighbourhoods

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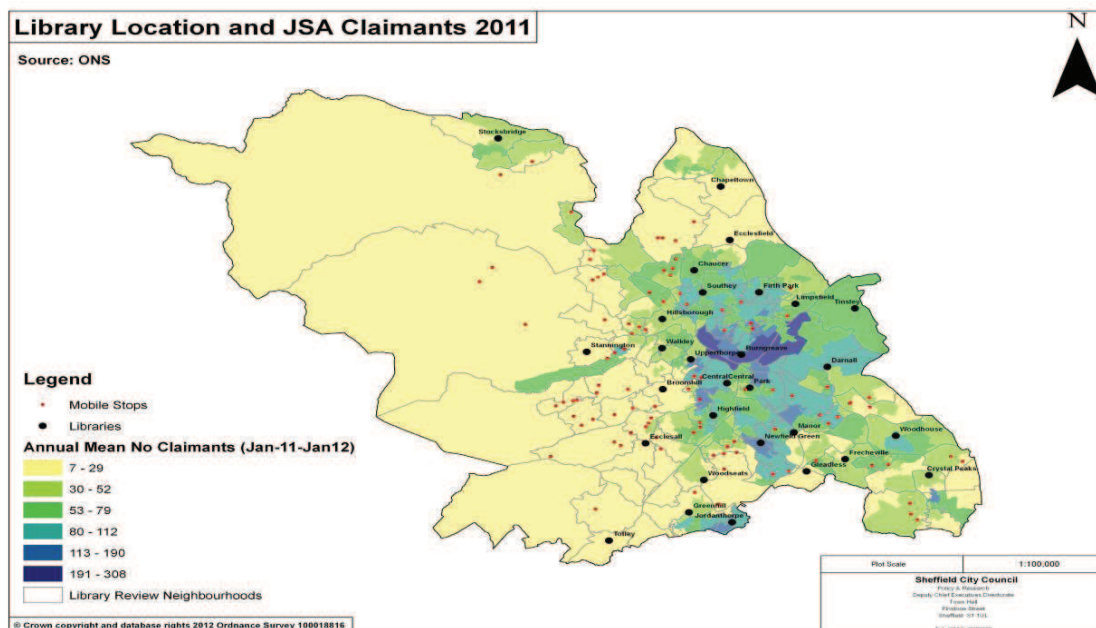
1.6.   Sheffield also has a number of rural and smaller settlements, some of which are distinctively situated within the Peak District National Park. These communities are diverse in their characteristics and the challenges they face.

Some key contextual issues

The following issues are relevant to the provision of Library Services and needs of the local communities.

1.7.   There are more young adults living in the city thanks to the excellent offer of the city's two universities and college and those looking for jobs that a modern and inclusive city attracts.

1.8.   Sheffield is also increasingly a diverse city, both ethnically and culturally, and is becoming more cosmopolitan. There are 128 languages spoken in the city's schools and community cohesion and community safety remain positive points for Sheffield

1.9.   The ethnic and cultural profile also continues to change, with the proportion of residents classifying themselves as non-British white growing from 11% in 2001 to 19% in 2011, with the largest increases occurring in the Black African, Black other and Chinese communities since 2001. Sheffield has long-standing, established ethnic communities and new BME communities have also emerged. The ethnic profile of the city will continue to change in the future reflecting the age profile and birth rates among some of the BME communities.

1.10.   The two universities now have around 63,125 students and Sheffield College has some 18,500 students. The proportion of the population with a degree level qualification in 2011 (32.5%) also compares well with many other cities. Similarly, the educational profile of the city's population has seen the proportion of residents with no qualifications falling from 16.6% in 2008 to 10.0% in 2011, bringing Sheffield in line with the national average.

1.11.   Communities living in neighbourhoods in the north and east of the city are more likely to experience deprivation in respect to education, skills and training. Sheffield still has a higher number than the national average of 16-18 year olds not in education, employment or training (NEET).

1.12.   The general health of the city is improving. Compared to the other Core Cities, Sheffield has the longest overall life expectancy and the lowest levels of early deaths from cancer, heart disease and strokes. People in all parts of the city are living longer. Deaths from major illnesses, especially heart disease and cancer, have reduced markedly and there has been a reduction in the number of people, particularly children, killed or seriously injured on the roads.

1.13. This means mortality rates for men have halved since 1975 and for women reduced by 40%. Life expectancy, at 81.8 years for women and 78.2 years for men, is only a little below the national average. Overall health in Sheffield continues to improve, including a narrowing of the gender gap but improvements in women's health have slowed over the last few years. This may be due in part to changing employment and lifestyles, since levels of smoking and drinking alcohol to excess have been increasing in young females.

1.14. 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. This reflects the key issue that inequalities in health and wellbeing are intrinsically linked with wider social, cultural and economic conditions.

1.15. Ageing is a key component of overall wellbeing, and as stated earlier, it is likely that Sheffield will have many more older people in the future than it does now. Currently around 9,000 older people (12% of all in city) receive support, and by 2025 it is estimated that there will be a 23% increase in people aged over 75 years living alone, and 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.

1.16. Getting around the city is changing with more people using Supertram and walking and cycling although bus travel is declining and motor vehicles are still used by most people to travel.

1.17. Along with other northern cities, house prices in Sheffield increased between 2000 and 2010 at a rate above the national average (a growth rate of +9% compared to GB at +8%), with the mean price rising from £63,310 to £149,600. However between June 2012 and June 2013 house prices in Sheffield fell by 2.58% whilst the average house price in England and Wales rose by 0.79%.

1.18. The State of Sheffield 2012 was also prepared at a time when the city and the UK more generally were facing considerable financial and economic uncertainty. Over the last year these conditions have remained as a backdrop to the changing circumstances of each and every individual and household in Sheffield. In the summer of 2012 the U.K. economy remained in recession, after GDP shrank by 0.4% in the three months of April to June. Yet there is an impression that many of the positive attributes of the city – such as the recent economic diversification, the changing demographic profile, and the continued quality of life offer – have contributed to the amelioration of some of the worst impacts of these wider national and international circumstances on many people and communities in the city.

1.19.	Of equal importance are the immediate to short term changes that the city will undergo in the next five years as a result of a range of national government policies that will increasingly have impact over this period. Particularly significant are

>	1.19.1.	the reforms of the welfare system and the introduction of universal benefit;

>	1.19.2.	the shifting scenery of economic development and changes in planning policies and procedures; and finally

>	1.19.3.	changes which have seen an increase in University fees, an increase in apprenticeships, and changes in many aspects of the way schools operate and are run.

1.20.	These challenges to Sheffield and its leaders are those also faced by all other cities across the UK, yet there are differences in how individual cities and regions are affected, and there can be variety in their ability to respond.

2. SHEFFIELD LIBRARIES AND ARCHIVE SERVICE – OUR VISION

2.1. The Sheffield City Council Corporate Plan 2011-2014 states that as an organisation we will focus on four priorities:

> 2.1.1. Standing up for Sheffield
>
> 2.1.2. Supporting and protecting communities
>
> 2.1.3. Focusing on jobs
>
> 2.1.4. Business-friendly

2.2. Libraries are and can continue to be, key community 'anchors' connecting the central governance of the city with local communities. Critical to this role is the importance of the libraries themselves creating and sustaining a strong sense of place in the city and the community.

2.3. The four priorities above will set the direction for Sheffield's Libraries, Archives and Information Service and will work alongside our 'vision'.

2.4. **Our vision** - Sheffield will be proud of its forward thinking, thriving, innovative and contemporary library service that promotes lifelong learning, digital inclusion and celebrates reading. The future sustainability and development of deliverable options will ensure that our library services flourish.

2.5. **How we will do this**

> 2.5.1. **Promote reading and a wide range of resources** - Sheffield's libraries provide a seamless service with a wealth of literacy and IT resources for people of all ages. Celebrating books and reading will enhance literacy skills across the city through provision of a wide variety of programmes and services.
>
> 2.5.2. **Create welcoming library spaces** - Libraries will be attractive places that encourage use by a variety of groups whilst ensuring neutral, high quality public spaces, both indoor and outdoor, that respond to local community needs. They will be fit for purpose and co-located with other services where appropriate, bringing service points closer to neighbourhoods.
>
> 2.5.3. **Celebrate Sheffield's successful centres and rich local history** - Libraries will act as 'hubs' for the community shaping our successful centres; providing a focus for local civic pride, and celebrating the city's diverse history, locality and culture. A high

quality Central Library offering an opportunity to showcase Sheffield will demonstrate the city's commitment to this.

2.5.4. **Tackle poverty and social inequality** - As community hubs, libraries will recognise the need for tackling poverty and social inequality, enabling access to a wealth of information to aid development and new opportunities.

2.5.5. **Promote lifelong learning** - Libraries will enable people of all ages and life experience to explore, discover and learn on their terms through access to information and learning opportunities. Children and young people will be encouraged to attain their potential through learning, reading and literacy.

2.5.6. **Deliver sustainable services with a focus on 'need'** - We will take a 'tailor made' approach towards a new library model which recognises the needs of district and local centres across the city. Sustainable and modern services will inspire, enrich and entertain Sheffield.

2.6. **Our Key Objectives**

2.6.1. Libraries that offer quality resources and space for a variety of groups and individuals;

2.6.2. Cost effective and efficiently managed services that demonstrate value and quality to the community;

2.6.3. Delivery of services that meet the individual and diverse needs of the local community;

2.6.4. Improvement of literacy and skills for people of all ages and promote reading through specialist services and projects;

2.6.5. Enable people to realise their potential through learning opportunities;

2.6.6. Community managed and locally organised services;

2.6.7. Strong partnerships and links with community organisations and local services including Advice Centres, Job Centres and other stakeholders;

2.6.8. A diverse, flexible and well trained workforce, supportive of change

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3. SHEFFIELD LIBRARIES AND ARCHIVE SERVICE - OUR SERVICES

3.1. **Central Library -** provides a lending library, reference and local studies service for the whole city as well as specialist services, e.g. Music and Film, World Metal Index, Intellectual Property and business information - the library is part of PATLIB UK. (Patent Libraries UK is an alliance of libraries across the UK providing information on Intellectual Property to business and the local community). The Central Library also acts as the service headquarters particularly in terms of stock purchase and management. It also has a role for reserve stock collections used across the city.

3.2. **Central Children and Young People's Library** - provides a comprehensive service to children, young people and families. It has lending and reference facilities, including multi-format videos and talking books. Activities for children and parents include Beginner Bookworms, Babytime and Storytime.

3.3. **Community Libraries** - are a key component of the Council's Successful Centres Programme providing a variety of social spaces – as well as somewhere to borrow books or find information. Sheffield currently has 27 Community Libraries (not including the Central Library) across the city. Services provided include: -

- Book lending, request service and inter-library loan

- 24 hour online services, online reservations and renewals and interaction via social media – Twitter, Facebook, Flickr, & blogs.

- Fax and photocopying services

- Online training courses and other IT classes

- Children's books and activities

- Reading groups for adults, teenagers/young people and children (including groups for different communities/languages)

- Reference and information services

- Family and local history

- Newspapers and magazines

- CD and DVD hire

- Community meeting rooms

- Homework Zones and after school groups

- Access to computers and the internet for all via the People's Network

- Reader development activities, e.g. 'Meet the Author' sessions, adult literacy schemes, the 'Six Book Challenge'

- Targeted services for 'new arrivers' – e.g. access to the 'Life in Great Britain Citizenship course'

- Books in a broad range of community languages

- Partial membership for individuals without ID

- Councillor's and MPs surgeries

- Job search sessions

- Writing groups

- Coffee mornings/discussion groups

- Mother and baby sessions

- Smart meters for loan

- Art clubs/creative activities for young people

- Exhibition spaces

3.4.   **Schools Library Service** – provides collections of material linked to the National Curriculum and to reading for pleasure in schools as well as providing help and advice on school libraries and literacy provision, author events and activities. The unit operates on a trading basis and individual schools purchase the service.

3.5.   **The Young People's Library Service** - oversees the Summer Reading Challenge, Sheffield Children's Book and Baby Book Awards and Bookstart. It also manages the Little Library van - targeting 'hard to reach' families across the city. The unit has links with major events and festivals, reading groups, Homework Zones and after school groups as well as a broad range of activities for children and young people. The service is also recognised as a Learning Destination for The Children's University.

3.6.   **Sheffield Library Theatre** - offers an affordable venue, supporting the local arts, theatre, music and film scene hosting a broad range of events, from music, to wrestling to burlesque to variety and film shows.

3.7.   **Patients Library -** provides a library for patients and staff in Weston Park Hospital in conjunction with the NHS, who partially fund the service

3.8.   **Home Library Service** - is for any Sheffield resident who is unable to get to their local library and has no-one to help them do so. Reason for doing so could include disability, illness and or cultural isolation. The service may also be offered on a temporary basis, for example, whilst recovering from a hospital operation. Each month the service will select and deliver books or other materials based on the individual interests of the user.

3.9.   **Mobile Library Service** – this is similar to our other lending services but provides a flexible alternative to borrowing materials for users who may be without transport or live a long distance from community libraries. There are 2 mobile library vehicles that cover 15 routes and over 90 stopping points.

3.10.   **Sheffield Conservation Unit** - provides a full range of preservation and conservation by accredited staff. Principally the service works on archival material and undertakes the conservation of wax seals, parchment, paper and photographic material. The Unit also provides a service to the Local Studies library (which has items from the 17th century onwards in its collections) and, on occasion the wider library service. The service also provides a digital preservation service to Archives and Local Studies. It acts as the Conservation Unit for the South Yorkshire Archives Service based at Sheffield Archives.

3.11.   **Sheffield Archives** - acts as the archival repository for the City Council and its predecessors from the 13th century to date - this includes records relating to governance, schools, planning, finance, etc. It has 'The National Archive' status and is appointed a 'Place of Deposit' by the Ministry of Justice for the storage and management of archives from central government - the NHS, HM Courts and HM Coroner. In addition it is the repository for historical records of South Yorkshire Police, the Diocese of Sheffield and the Roman Catholic Diocese of Hallam. Also stored are the records of the South Yorkshire Archives Service which is funded by all four local authorities. Under the Local Government Act 1972 it also stores private records on loan or gifted to the City Council. Two large collections are held on behalf of the DCMS under the Treasury's Acceptance in Lieu of Inheritance Tax Scheme. The service responds to Freedom of Information and Data Protection requests on a daily basis and is open to the public 5 days a week. In addition there is a public engagement programme as well as services dealing with incoming material (the collections expand by around 700 boxes a year), cataloguing and digitisation.

3.12.   **Picture Sheffield** - is an online database of over 50,000 images of the city.

3.13.   **Sheffield Community Information Service / Help Yourself Directory** – an on-line directory which provides up to date information on voluntary organisations, clubs, community groups and related statutory services and achieves 30,000 'hits' per month.

3.14.   **Give and Take donation scheme** - began in February 2012 and is a great way of recycling used books, talking books and music CD's. As of Sept 2012, 6,079 items have been donated through 'Give and Take', 3,539 of which have been added to the library stock. Through the sale of donations, a total of £894.31 has been generated and reinvested into the materials fund.

3.15.   **Centralised support services**

The following services provide support to front line library services to enable them to function efficiently, particularly the operation of the 28 libraries. Please note that the descriptions are clustered to aid general understanding of function, and are not necessarily reflective of service structure.

    3.15.1.   **Records Management Service** - provides a file storage, retrieval and disposal service for most Council Departments. The service also liaises with Archives to select files for permanent preservation.

    3.15.2.   **Building maintenance & support** - provides ad hoc and planned buildings work e.g. repairs, maintenance, and refurbishments. H&S risk assessments, First Aid training, Legionella testing, fire training and compliance monitoring at all sites.

    3.15.3.   **Distribution services** - has 3 library vans based at Staniforth Road that make deliveries to and from community libraries and other services. This facilitates the circulation of books and other library materials, delivery of internal mail and library equipment.

    3.15.4.   **Budget & resource management.** General budget management including the payment of utility bills and rates. HR functions including salary payments, timetabling and deployment of staff.

    3.15.5.   **Materials management** - focuses on the selection of books and materials for acquisition involving ordering, cataloguing, and electronic tagging. This service also involves managing book reservations, book donations and the inter-library loan system (i.e. lending and receipt of materials from other authorities).

    3.15.6.   **Marketing & Promotion** - service promotes library activity via social media e.g. Twitter, Facebook, blogs, Flickr and other sites. The service also produces promotional materials, e.g. quarterly newsletter, posters, notices, web and Intranet content.

    3.15.7.   **Library IT Systems** – provides the development and day to day support and maintenance of a range of IT systems in partnership with BIS & Capita This includes:

- The Symphony library management system

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- The People's Network (pc internet access).

- Dealing with systems failures and managing system recovery.

- System updates e.g. library closed dates, alterations to charges.

- Training and development of staff on the Library Management System

- Provision of digital services e.g. web catalogue, online reservation and renewal facilities

- 'Netloan' – a PC booking system for the People's Network

- Installation and maintenance of RFID (Radio Frequency Identification) self-service machines.

Note: I.T systems are delivered by Capita as part of SCC contract, e.g. network connections, servers, business applications, desktop hardware.

4.   ASSESSMENT OF LOCAL NEEDS

4.1.   This analysis of local needs has been primarily based on:

- consideration of the wide range of those needs caught by the definition of all those who live, work and study in the area;

- an assessment of accessibility – drawing on travel data including frequent and accessible public transport routes;

- consideration of the views of existing users;

- an assessment as to whether there is any differential impact (via an equalities impact assessment) on whether any specific communities or groups would experience positive or negative impacts as a result of the proposed changes to the service; and

- consideration of information from other services/portfolios.

4.2.   There has also been a consideration of new and or amended ways of operating the service that might be more efficient including:

- whether the library buildings are fit for purpose, and or in the right place to serve the needs of the community;

- whether there is scope for more effective use of resources;

- whether there is scope to provide the service more efficiently via delivery partnerships within and outside of the authority;

- the level of demand for the services in the way that they are currently offered;

- whether the buildings are beyond their useful life and what the scope of shared facilities might be; and

- whether a physical presence is necessary, taking into account the particular needs of that community, and if it could be replaced by other means such as a mobile service;

4.3.   Specific considerations have been given to:

- relative levels of deprivation, (IMD rankings across the city)

- Indications of whether people are likely to use the Library Service's IT and internet facilities

- levels of unemployment

- Levels of need/usage by people from BME Communities

- Levels of need/usage by people with Disabilities

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- Proportions of older people - who are a key user group of the Library Service currently and may have particular mobility needs.

- Levels of usage by children and/or their carers.

4.4. Community Libraries

4.4.1.   Sheffield currently has 27 Community Libraries across the city. Individuals can register at, and use the services of, any of the Library access points. The current record of Registered Library Users (RLUs) includes anyone who has registered since April 2010 and anyone who registered before 2010 and used Library Services between 2010 and April 2012. In order to analyse how effectively Community Libraries are meeting the needs of their local population we have designated Community Library catchment areas based on where local people have chosen to register as RLUs. The map below shows these catchment areas. The topography of Sheffield and its public transport links means that this is not always the closest library.
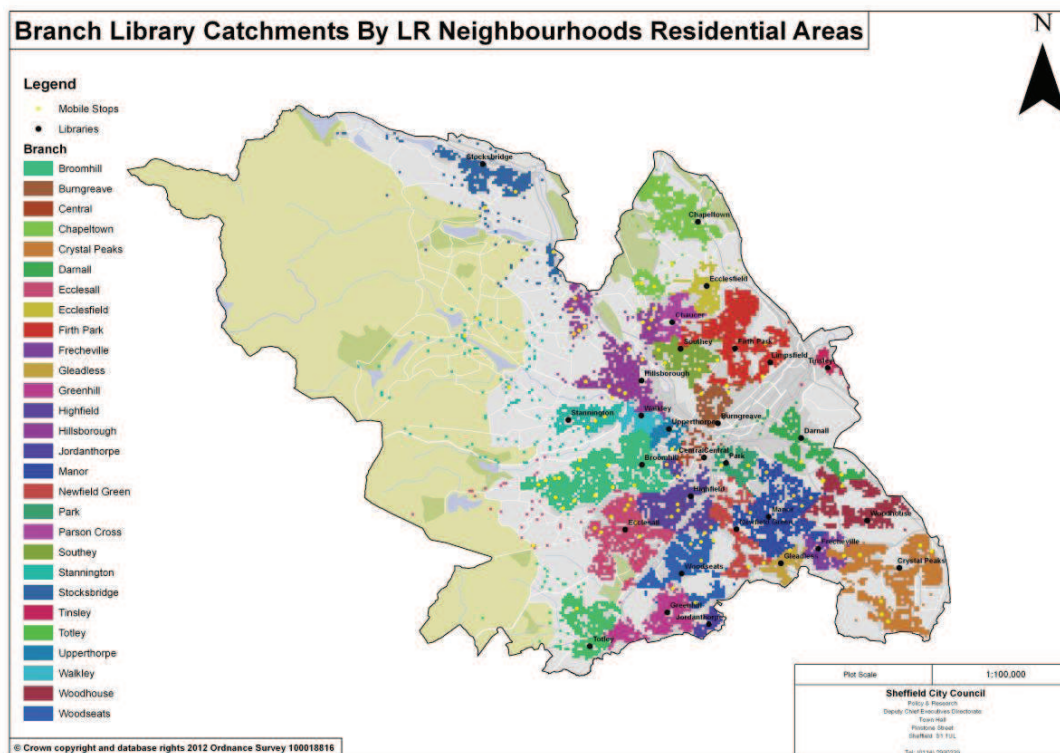
4.5.   Registered Library Users

4.5.1.   As at May 2013 Sheffield had a total of 194,000 Registered Library Users (RLUs), around 35% of its total population. This is made up of 134,000 adults and 60,000 people under the age of 18. For adults 60% are registered at Community Libraries, 28% at the Central Library and the remaining 32% with the Archives, Home or Mobile Library Services. For children 90% are registered at Community Libraries.

4.5.2.   Each Community Library has its own distinguishing features not least the number of adult registered users, shown in the table below. This varies from around 800 in Frecheville to over 7,000 at Firth Park and at Crystal Peaks.

Community Libraries Adult RLUs
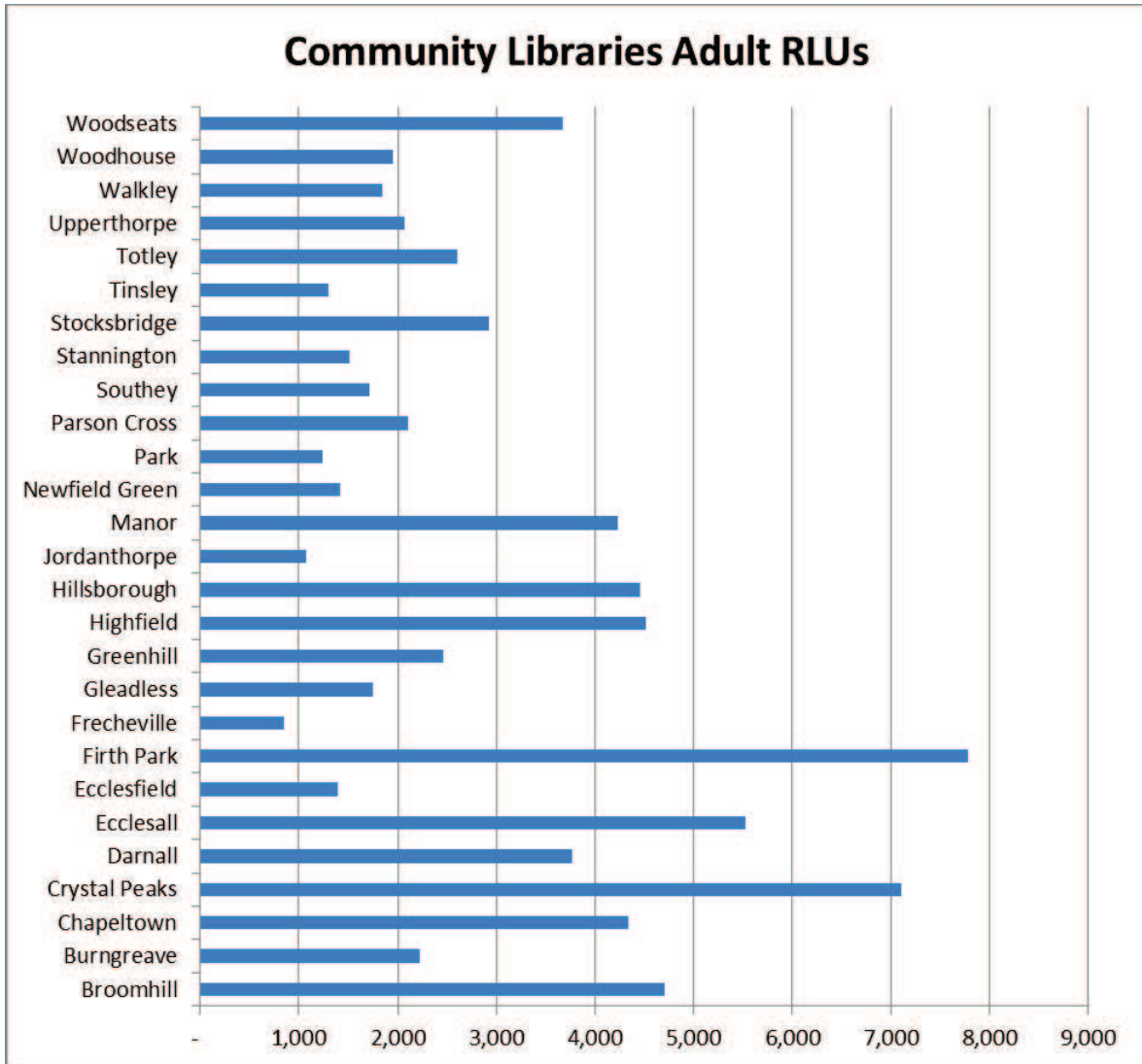
4.5.3.   Library Users can register at any Library across the City. The proportion of the local population who are RLUs and who choose to register at their local library – as opposed to registering with the Central Library or other local libraries varies between 25% in Gleadless and 11% in Newfield Green and is as follows;

Locally Registered RLUs per Population
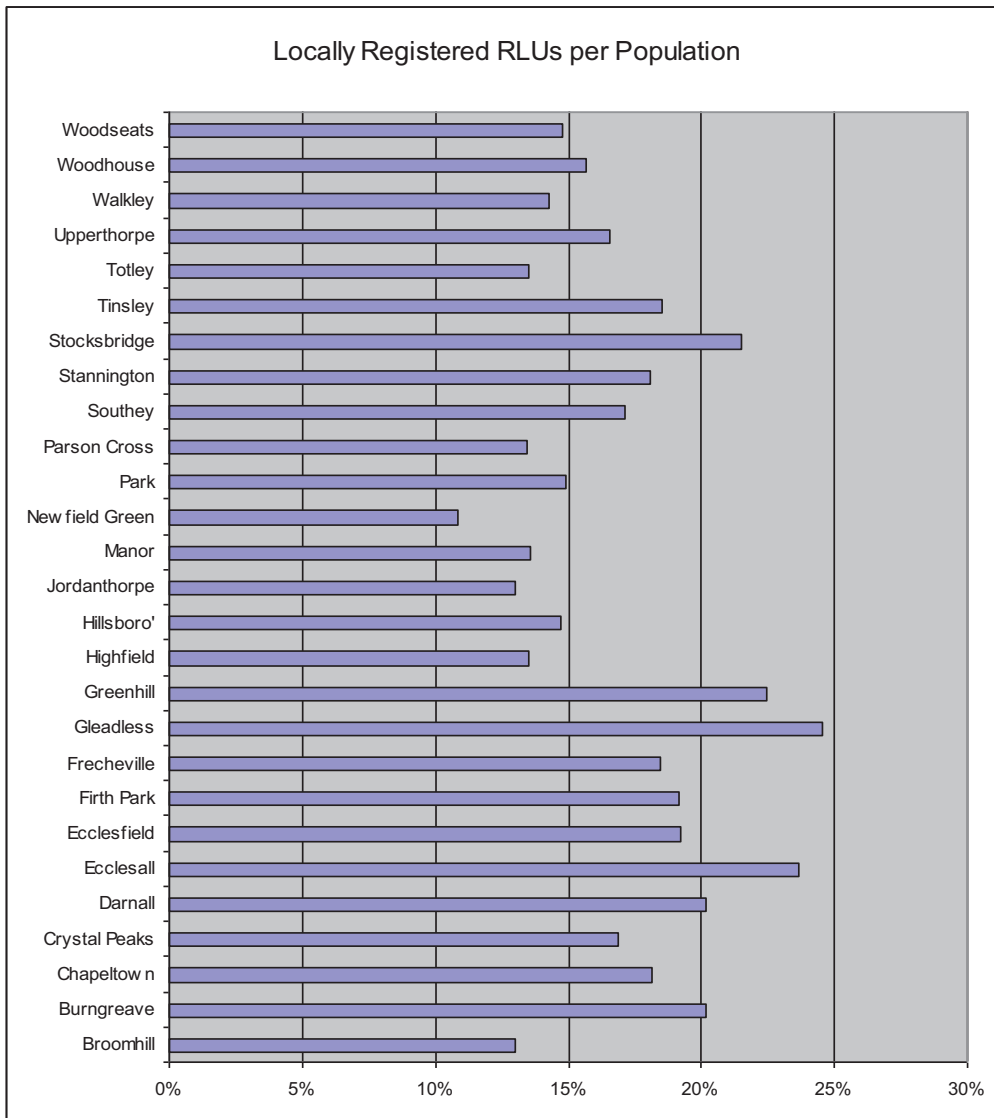
4.5.4.   This variation across the city is shown in the map below. If the sparsely populated rural areas are ignored, the lowest rates of registration are in the North and South East areas of the City whilst the highest rates of registration occupy an axis stretching from the east end of the city right through to the South West. This appears to have no correlation to the rates of deprivation or JSA claimants, to the location of static libraries or mobile stops.

Library Review Areas: %age Population Registered Library Users

Legend
* Mobile Stops
• Libraries
Library Review Neighbourhoods
Quintile Range
■ Bottom 20% (6.22% - 23.79%)
■ Bottom 40% (23.80% - 27.64%)
■ Middle 20% (27.65% - 33.43%)
■ Top 40% (33.44% - 39.43%)
■ Top 20% (39.44% - 82.08%)

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Plot Scale | 1:100,000
Sheffield City Council
Policy & Research
Deputy Chief Executives Directorate
Town Hall
Pinstone Street
Sheffield S1 1UL
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4.5.5.   The number of local people choosing to register with the central library varies between 50% in Highfield down to 5% in Tinsley. The reasons for registration with Central Library may relate to place of work or patterns of other activities. Isolation and accessibility are other factors in this choice but this does show to some degree the importance of the local library. The overall pattern is as follows;

%of RLUs choosing Central library

Area	%
Woodseats	27%
Woodhouse	16%
Walkley	30%
Upperthorpe	42%
Totley	23%
Tinsley	5%
Stocksbridge	9%
Stannington	20%
Southey	18%
Parson Cross	8%
Park	43%
Newfield Green	31%
Manor	17%
Jordanthorpe	13%
Hillsboro'	25%
Highfield	50%
Greenhill	16%
Gleadless	10%
Frecheville	11%
Firth Park	13%
Ecclesfield	20%
Ecclesall	27%
Darnall	13%
Crystal Peaks	13%
Chapeltown	9%
Burngreave	34%
Broomhill	42%

4.6.   Buildings and Accessibility –

4.6.1.   Location of Libraries - The location of Libraries around the city results from a legacy stretching back to Victorian times when some of the current buildings were built, but also encompasses initiatives throughout the last century and more recently, to respond locally to needs. Changes in the number of the population and the shifts in preferred locations mean that current buildings are not always in the ideal locations. The map below shows the proximity of Community Libraries to all RLUs and in particular shows the parts of the city which are not especially close to static community libraries. Oughtibridge is the most obviously 'detached' neighbourhood but Lodge Moor is also not well served, however both of these areas are well served by the Mobile Library Service.

Library Catchment: Registered User/Distance
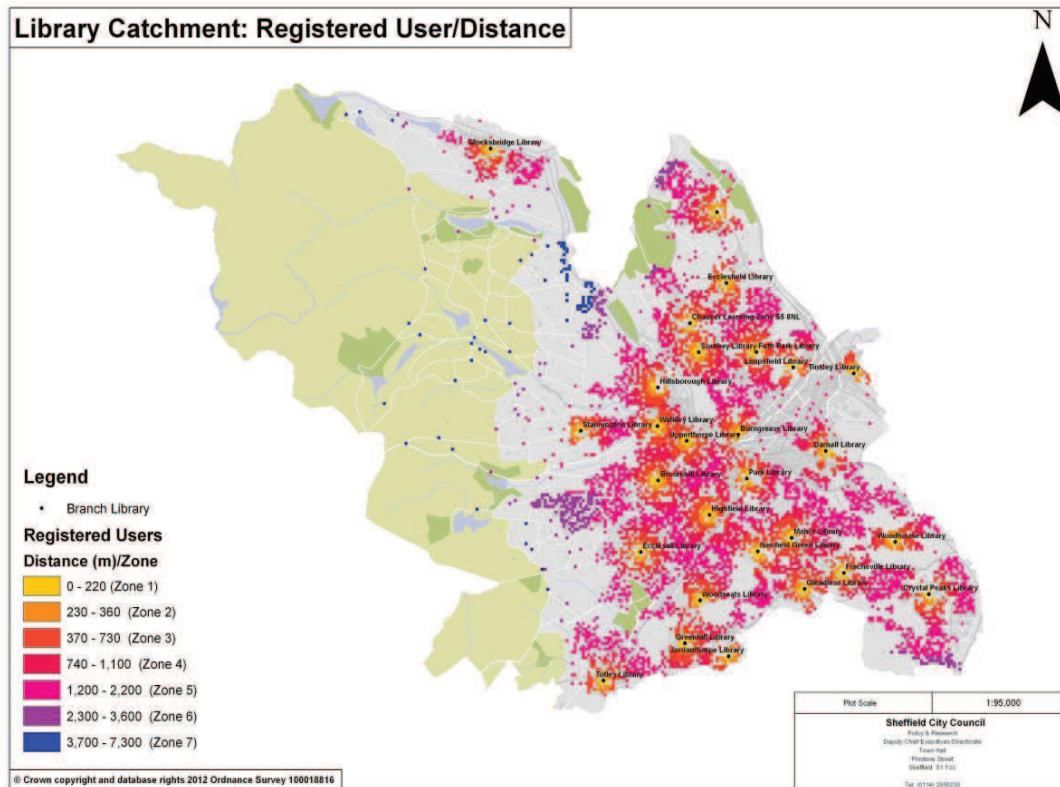
4.6.2.   Proximity between Community Libraries

Some Community Libraries are relatively close together – Parson Cross and Southey are not much more than half a mile apart – whilst others are several miles away from the next nearest library – Stocksbridge is over seven miles away from Hillsborough. The topography of Sheffield is such that the proximity of a nearby Library does not necessarily mean that it is accessible by public transport routes; hence Walkley is closest to Upperthorpe but it would be easier for most of their respective users to use Broomhill or Central Libraries as an alternative. In our considerations of accessibility to alternative Libraries we have used data supplied by South Yorkshire Passenger Transport Executive which identifies the next closest Library using frequent public transport (minimum of 30 minutes during the day) within 300 metres of a bus/tram stop

4.6.3.   Condition of Library Buildings

There is a wide variation in the condition and facilities in Community Libraries varying from the recently built library at Parson Cross to the dilapidated building at Woodseats. There are also a number of continuing discussions and negotiations relating to potential re-provision of Library buildings. Some Libraries are not yet DDA compliant whilst others have no public access toilets.

4.6.4.   Home Library Users

All of the home library users are aged 60+ and they appear to be evenly distributed around the city. The map below shows this even distribution but also makes it clear that many Home Library Users are located within very short distances of the fixed Community Libraries.
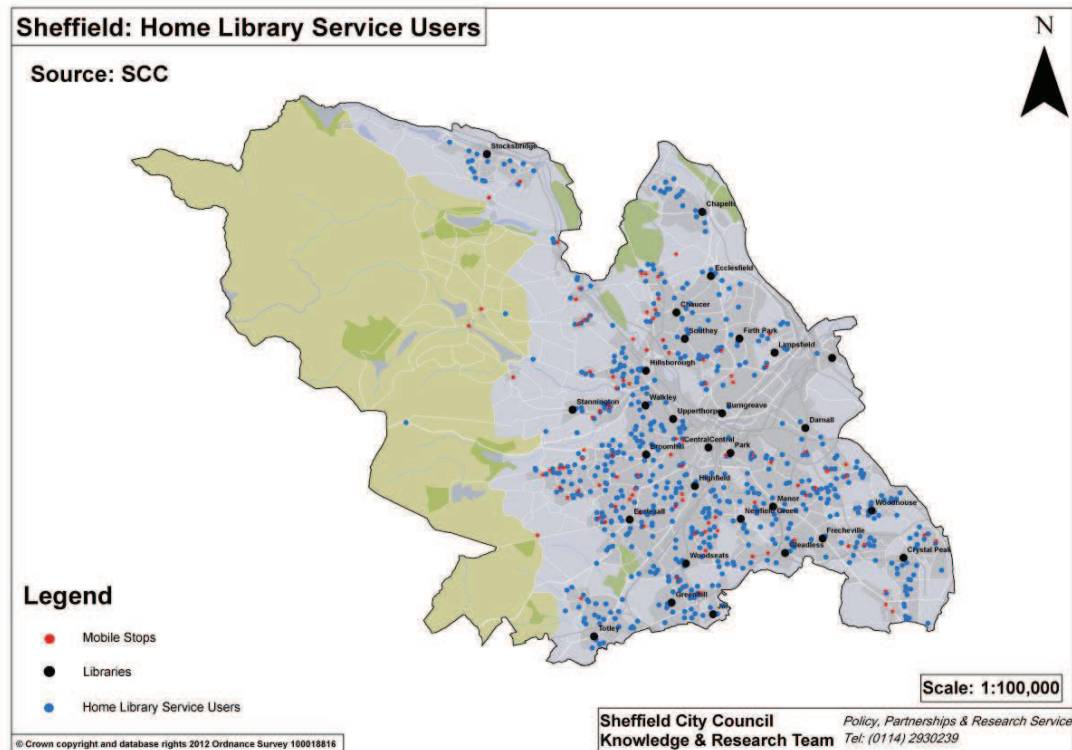
4.6.5.   Mobile Library Users – There has been much representation over the last few years about the number and location of Mobile Library stops. The map below shows the current pattern of mobile stops in relation to the static libraries. Some of these seem to be strategically located in rural areas well away from static libraries whilst others are well within 10 minutes walking distance of them. Some mobile stops are very close – within 5 minutes walking distance - to others, whilst at the same time there are well populated areas out of reach of both mobiles and statics. Over the years the Library service has tested out new sites in areas such as these but hasn't been successful in attracting customers.

Walk time Isochrones from Community & Mobile Libraries

Legend:
- Mobile Library Stops
- 5 Min walk from Mobile Stop
- City Boundary
- Community Libraries
- 10 min walk from community library
- 20 mins walk from community library
- 30 min walk from community library

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SCC KNOWLEDGE & RESEARCH
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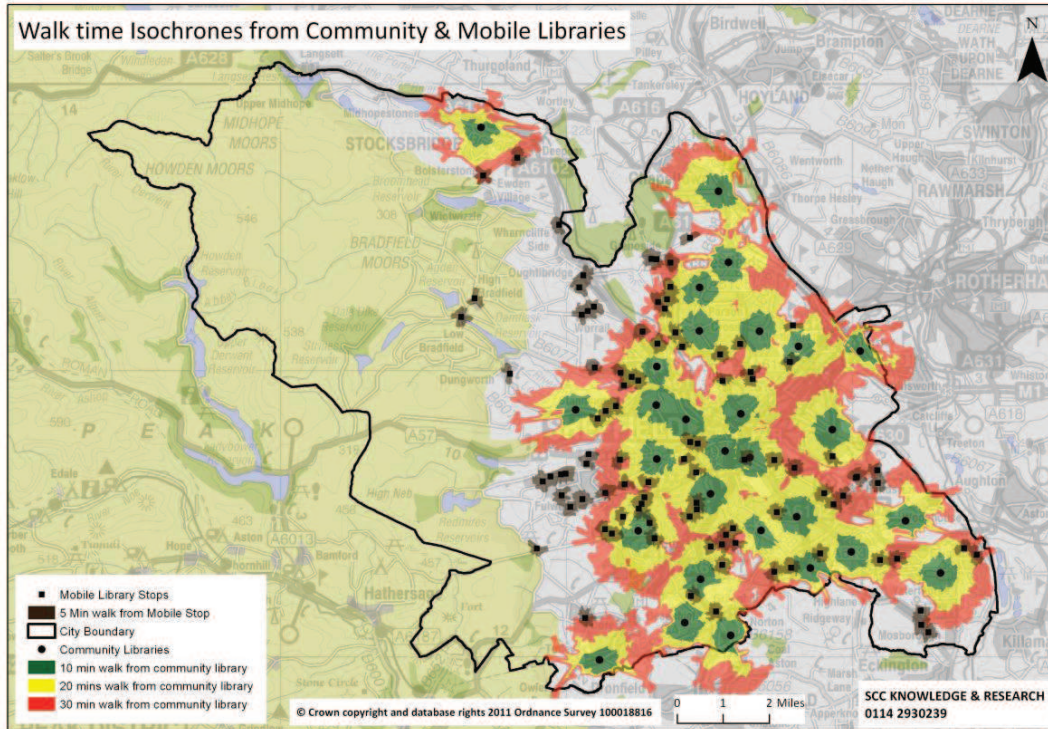
4.6.6.　　　Community Library activity is broken down into 2 categories; issues and People's Network sessions and the breakdown of this activity is shown here. The comparisons between the issues and the PN sessions are somewhat artificial in that they are entirely different products - the one involving a transaction resulting in a product being taken away and used – the other involving use of a facility within the Library.
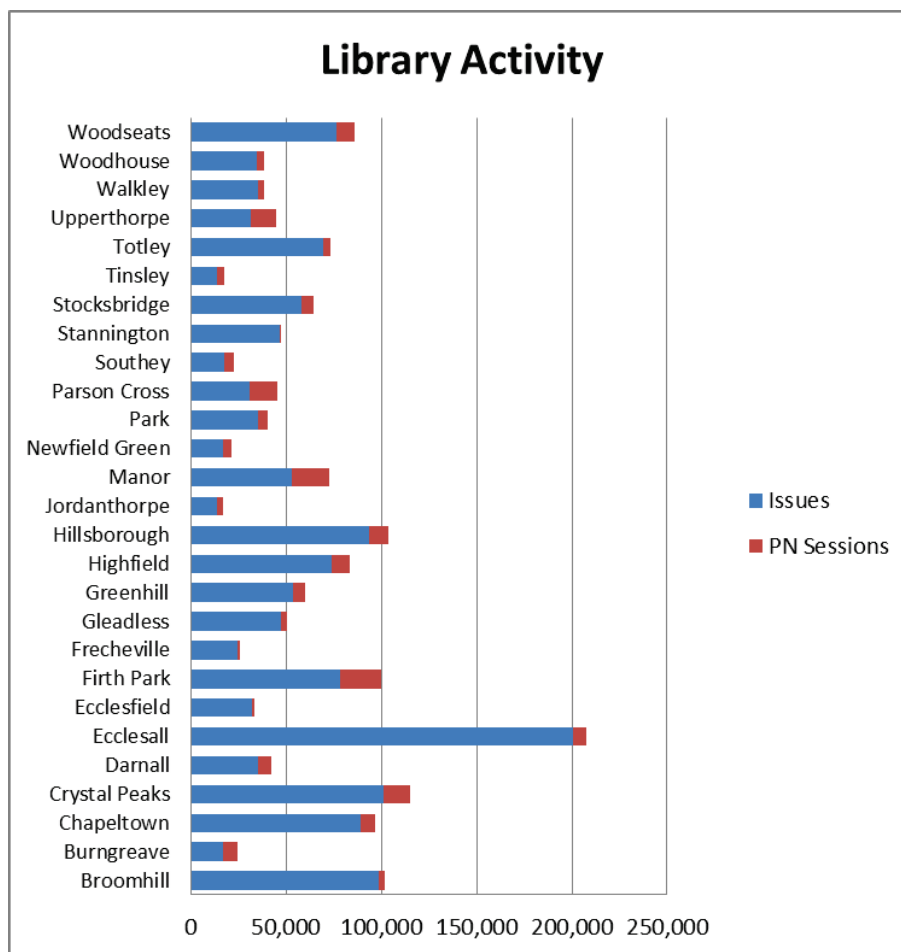
Library Activity

4.6.7.   The chart above shows the significant variations in the levels of activity within each community library in both scale and activity area. So some provide less than one eighth of the activity of others.

4.6.8.   The general trend of Library activity shows a steady reduction in borrowing – down 22% between 2010/11 & 2012/13 - contrasting with a steady increase in access to the People's Network – up 18% between the same periods.

4.6.9.   Issues – The number of issues is related to the capacity of the local library and can be curtailed by limitations in opening hours. The following chart shows the number of issues each hour the library is open

Issues per hour open

Library	Issues per hour
Woodseats	~41
Woodhouse	~32
Walkley	~32
Upperthorpe	~17
Totley	~42
Tinsley	~12
Stocksbridge	~31
Stannington	~42
Southey	~16
Parson Cross	~16
Park	~32
Newfield Green	~15
Manor	~28
Jordanthorpe	~12
Hillsborough	~50
Highfield	~40
Greenhill	~41
Gleadless	~36
Frecheville	~22
Firth Park	~38
Ecclesfield	~29
Ecclesall	~91
Darnall	~19
Crystal Peaks	~49
Chapeltown	~47
Burngreave	~13
Broomhill	~53

4.6.10.   **Peoples Network** – The Peoples Network internet access service was first introduced in 2003 grant funded from the New Opportunities Fund (the midweek lottery). It was updated in 2010 to replace all servers and desktop PCs and replacing all scanners and including Windows7 and Office 2010. At the same time PN moved off the Council's internet onto a separate connection using the Council's infrastructure to facilitate faster access. This has proved to be a very popular library service across the city. The usage of this service varies significantly across the library service points with Firth Park providing more than 20,000 sessions in 2012/13 contrasting with Stannington which provided less than 1,000 in the same period.

2012/13 PN sessions

Area	Value
Woodseats	
Woodhouse	
Walkley	
Upperthorpe	
Totley	
Tinsley	
Stocksbridge	
Stannington	
Southey	
Parson Cross	
Park	
Newfield Green	
Manor	
Jordanthorpe	
Hillsborough	
Highfield	
Greenhill	
Gleadless	
Frecheville	
Firth Park	
Ecclesfield	
Ecclesall	
Darnall	
Crystal Peaks	
Chapeltown	
Burngreave	
Broomhill	

Horizontal axis: 0 — 5,000 — 10,000 — 15,000 — 20,000 — 25,000

4.6.11.   There is a specific question in the Experian Mosaic data set asking if households are likely to be Library Internet users. This provides the following picture which has common characteristics with the earlier map showing the distribution of JSNA claimants.

Households Likely To Be Library Internet Users

Source: Experian Mosaic

Legend

- Libraries
- Library Review Neighbourhoods

Potential Households By LSOA

- 0
- 1 - 83
- 84 - 229
- 230 - 431
- 432 - 689
- 690 - 1212
- 1213 - 2731

Index Score = 150+

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Plot Scale   1:100,000

Sheffield City Council
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5.   CONSULTATION

5.1.   A large scale consultation about the future of Library Services took place during the summer of 2012 when some 6,000 people responded to a survey.

5.2.   In a choice about the most important elements of a Library service, respondents ranked the 'quality and choice of books' as most important, followed by being 'welcoming and comfortable', and 'within walking distance' third, 'other media' such as film DVD's, music CD's, talking books as fourth, and a building which is accessible and in good repair as fifth.

5.3.   In a choice about the element they wished to protect most survey respondents selected the 'range of services and materials' as the highest priority followed by the number of local libraries. Council run Libraries was the lowest priority.

5.4.   A second phase of consultation will begin in October 2013 for 12 weeks. This consultation will identify the impact of the proposal for the future of Sheffield's library services on library users and non-users. This information will inform a further version of this Needs Assessment document.

6.   EQUALITIES IMPACTS

6.1.   **Gender** – More women than men are registered as Library Users. There is very little distinction in the gender of RLUs up to the age of 16 – but between the ages of 16 and 69 there are around 50% more women RLUs than men. A 60% - 40% split was also evident in the 2009 PLUS survey responses. This might reflect the variations in working and caring patterns between the genders.

Registered users by age/gender
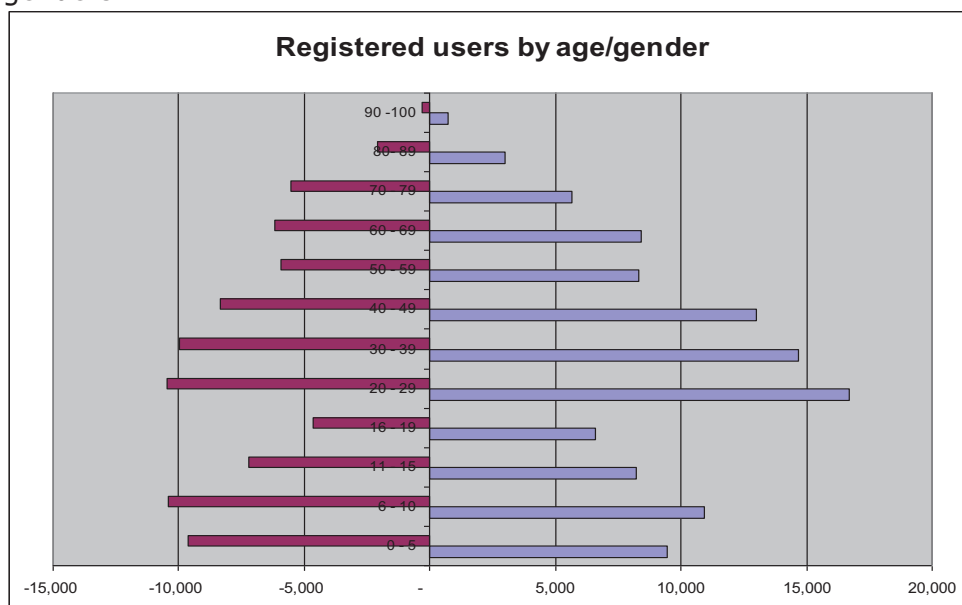
6.2. **Age** – The age profile of registered Library users shows that the largest proportion comes from the 18-65 age groups with 47%. Under 18's make up 40% of and those 65+ 13%. There is a wide variation in the age profiles of registered library users in individual community libraries.

6.2.1. Under 18's - there is no discernible pattern in the proportions of children in the population registered as Library users across the city. The CL with the largest proportion is Park with 59% of its RLUs under 18 with the lowest proportion at 35% in Crystal Peaks and Totley. The best performing areas are dispersed around the city and may in part reflect the success of the promotion of the Bookstart programme. The numbers are generally lower in the South East of the City.

6.2.2. Increasingly there are more older people in the population. Social isolation is an issue for many older people, particularly those who have lost a partner (by 2025 it is estimated that there will be a 23% increase in people aged over 75 living alone). Low income is an issue for many pensioners, and 28% of people aged over 60, living in Sheffield households, claiming benefits relating to low income. The highest proportion of 65+ RLUs is 25% in Totley and the lowest is 4% in Burngreave
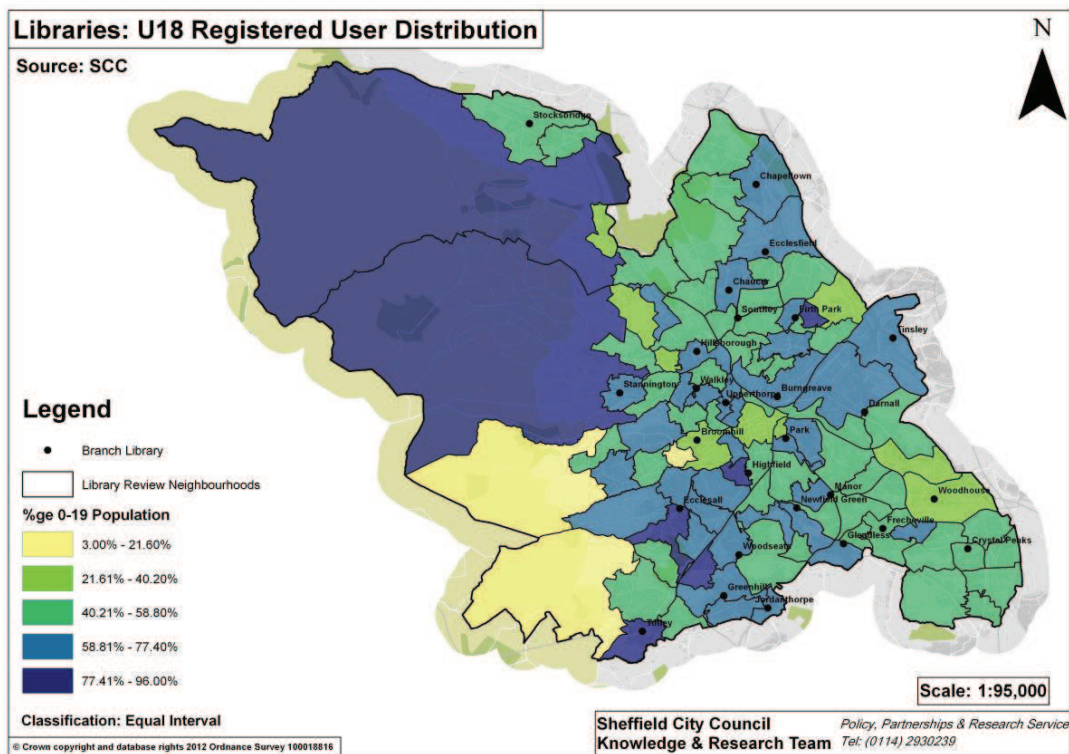
6.3. **Disability** – Monitoring of Library Users asks whether individuals consider themselves disabled. The current overall figure for this declaration is 1.4% in Community Libraries. The highest proportion of RLUs declaring themselves disabled is in Woodhouse at 3% and the lowest is in Broomhill at 0.6%. The

2009 PLUS survey of approximately 5,000 Sheffield RLUs did ask for further details about the nature of disability and the graph below details the relative proportions of the responses – This does not identify where one individual might have multiple disabilities.

Legend:
- Mental health problem, e.g. depression
- Learning disability, e.g. dyslexia
- Using hands / fingers
- Eyesight
- Hearing
- Mobility -getting around
- None / not applicable
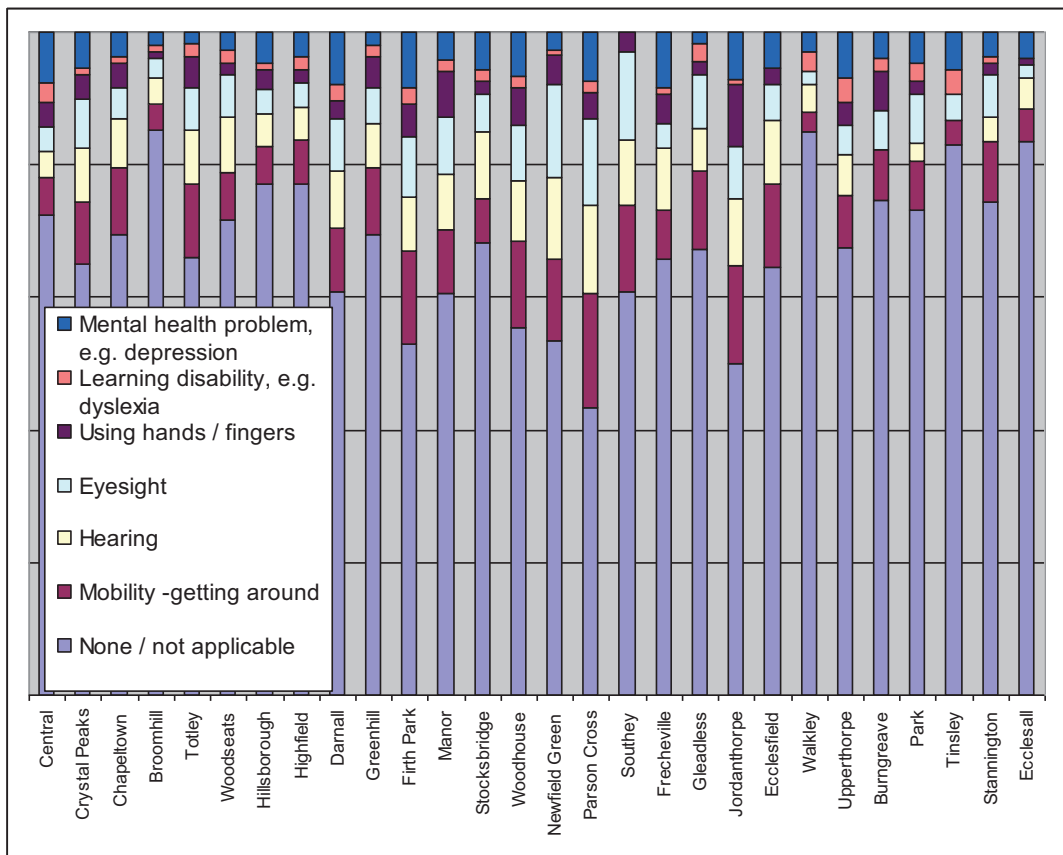
6.3.1. **Ethnicity** – Analysis of RLUs shows that 21% are from BME backgrounds compared to an estimate 19% of the population. As ever the BME Community cannot be seen as a single homogenous group. The chart below shows the relative proportion of the projected population compared to the proportion of RLUs and this confirms that the 3 groups that are most significantly better represented within RLUs are the Black African, Pakistani and Other White groups.

6.3.2. Unlike the general population (from a white British background), many people from black and minority ethnic communities live in households concentrated in specific areas of the city. This means the location of a library service could have a bigger impact on this group. Thus the proportion of RLUs from BME Communities within individual Community Libraries varies enormously from 72% to 2.3%.

BME Population v RLUs

	RLUs	Population
Any Other Ethnic Group		
Chinese		
Any Other Black Background		
Other Black African		
Caribbean		
Any Other Asian Background		
Bangladeshi		
Pakistani		
Indian		
Any Other Mixed Background		
White and Any Other Asian Background		
White and Black African		
White and Black Caribbean		
Any Other White Background		
Irish		

0.0% 1.0% 2.0% 3.0% 4.0% 5.0% 6.0%
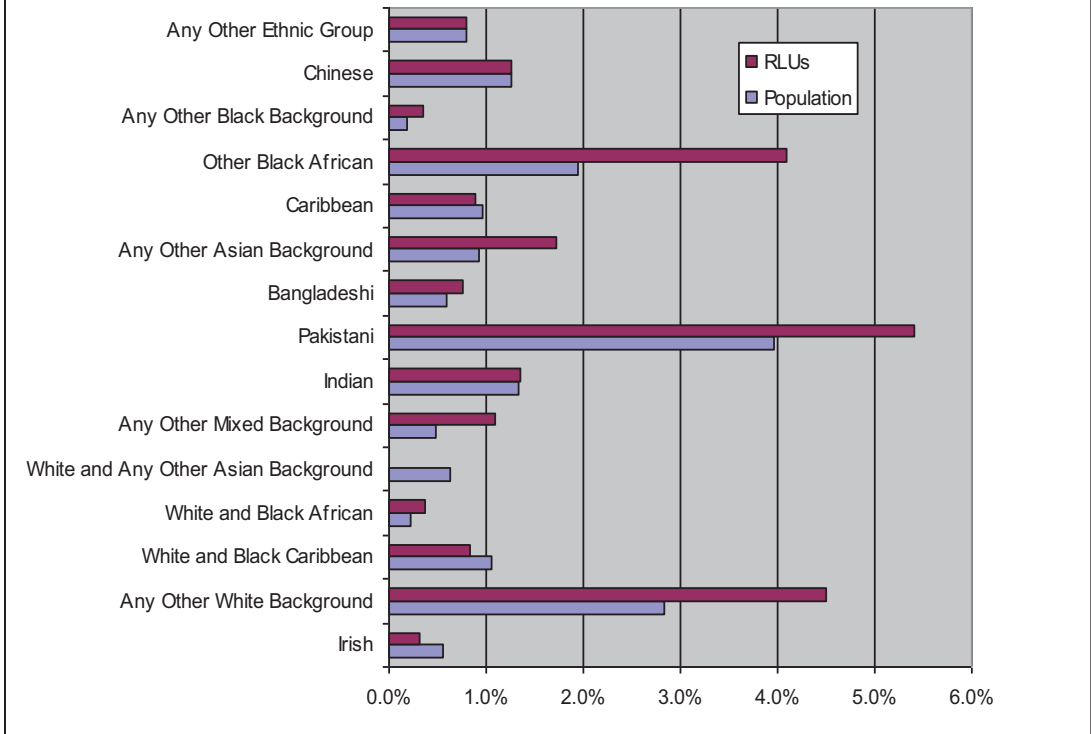
7. DETERMINING PRIORITIES FOR COMPREHENSIVE & EFFICIENT COMMUNITY LIBRARIES

7.1.1.	Careful consideration has been given to a range of indicators contained in the evidence above to assist in the process of determining priorities for comprehensive and efficient Community Libraries.

7.1.2.	The indicators have been grouped into two domains; Use/Performance of Library services; Demographic need. Within each of the domains the individual indicators have been attributed equal value, each indicator has been ranked and the rankings added together to give an overall domain ranking.

7.1.3.	In the context of the Strategic Objectives of the City Council it has been determined that the demographic needs of the local population is the most important of these two domains and it has therefore been attributed twice the weighting of the other.

7.1.4.	The list of indicators chosen is shown here.

Indicator	*Details (All data sets use the most recent data available)*
	Use/Performance of Libraries
Registered Users	All Registered Library users (RLUs) registered in the Community Library who have used the service since April 2010.
Locally Registered Adult RLUs per Population	Adult RLUs registered in the Community Library compared to the adult population for the catchment area of that Library
2012-2013 hourly Issues	The total number of 'issues' by the Community Library in the last financial year divided by the total opening hours
2012-2013 Hourly PN Sessions	The total number of PN Sessions in the Community Library in the last financial year divided by the total opening hours
Issues per £	The total number of issues divided by the individual library budget
Library Visits	The total number of people visiting the library in the last financial year
	The needs of the local population
IMD Literacy Skills	Data taken from Index of Multiple Deprivation 2010
IMD 2010	Data taken from Index of Multiple Deprivation 2010
BME Population	The total number of Black & Minority Ethnic people living in the catchment area of the Community Library (2011 Census)

Disabled People	The total number of Disabled People, receiving a service from Adult Social Care, or CYPF who live in the catchment area of the Community Library
65+ Population	The total number of people 65+ living in the catchment area of the Community Library (2011 Census)
U19 population	The total number of people Under 19 living in the catchment area of the Community Library (2011 Census)
Educational Attainment of Pupils in the Catchment Area	Proportion of Low Attaining Pupils by Library catchment Area
Proximity of nearest other Library	SYPTE have provided information which shows the distance to the next nearest Library using Public Transport with a frequency of at least every 30 minutes during the day

7.1.5.   We have then taken into account how close and accessible the next nearest library is – taking into account access to frequent public transport and the needs of the Library Users in the Community Library - to help us arrive at initial thoughts about our Comprehensive and Efficient Library Service.

Use & Performance Indicators

Demographic Need Indicators

Library Ranking

Proximity to nearest alternative

No. of Library Users needing to move
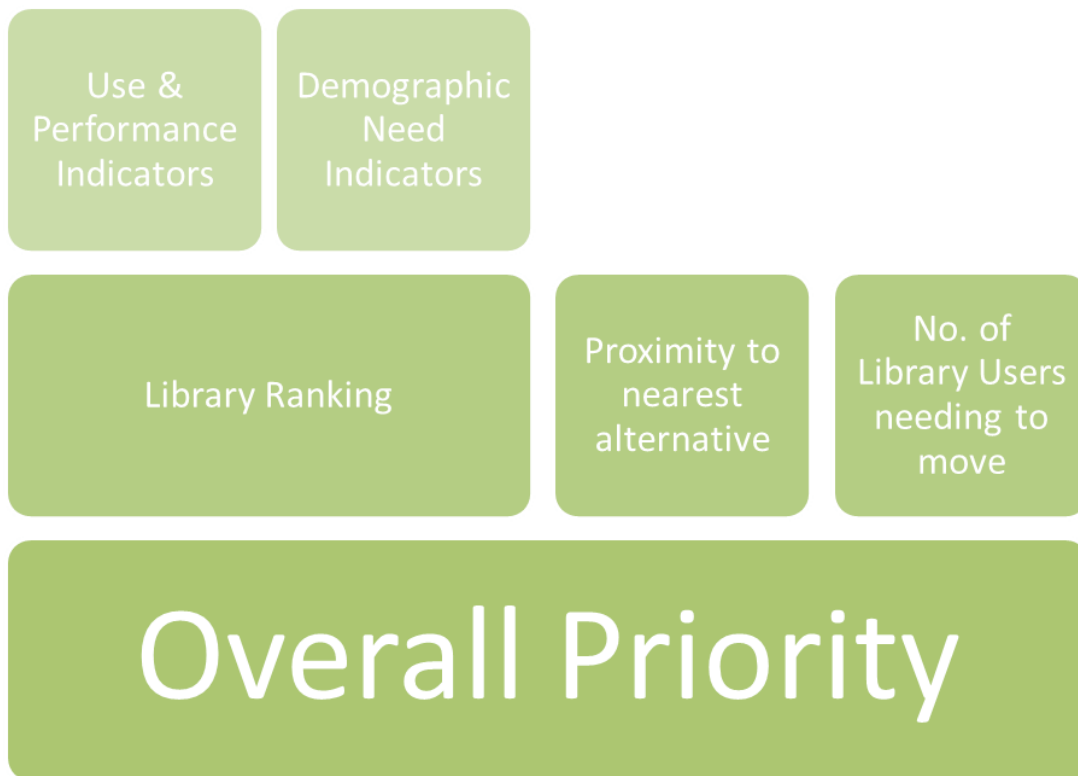
Overall Priority

7.1.6.   Overall Priority

Community Library	Priority Ranking (27 - Highest Priority)
Firth Park	27
Crystal Peaks	26
Darnall	25
Chapeltown	24
Ecclesall	23
Woodseats	22
Highfield	21
Manor	20
Hillsboro'	19
Stocksbridge	18
Parson Cross	17
Broomhill	16
Woodhouse	15
Tinsley	14
Totley	13
Newfield Green	12
Greenhill	11
Burngreave	10
Stannington	9
Upperthorpe	8
Southey	7
Park	6
Gleadless	5
Ecclesfield	4
Jordanthorpe	3
Walkley	2
Frecheville	1

7.1.7. Demographic Need Indicators (27 = Highest Need)

Community Library	Demographic Needs (1 - Lowest Need)
Manor	27
Firth Park	26
Newfield Green	25
Burngreave	24
Highfield	23
Darnall	22
Southey	21
Crystal Peaks	19
Woodhouse	19
Hillsboro'	18
Park	17
Broomhill	16
Upperthorpe	15
Parson Cross	14
Chapeltown	13
Tinsley	12
Greenhill	11
Woodseats	10
Jordanthorpe	9
Ecclesfield	8
Ecclesall	7
Stannington	6
Stocksbridge	5
Frecheville	4
Gleadless	3
Totley	2
Walkley	1

This data was updated on 19th September 2013 following identification of a mistake in the calculations. The BME population data used, although correct, had been ranked incorrectly.

7.1.8. Use/Performance Indicators (27 = Best performance)

Community Library	Use of Library Services (1 - Worst Performing)
Ecclesall	27
Firth Park	26
Crystal Peaks	25
Hillsboro'	24
Woodseats	23
Chapeltown	22
Manor	21
Greenhill	20
Highfield	19
Gleadless	17
Totley	17
Broomhill	16
Upperthorpe	15
Stocksbridge	14
Parson Cross	13
Darnall	12
Park	10
Walkley	10
Stannington	9
Burngreave	8
Woodhouse	7
Ecclesfield	6
Southey	5
Tinsley	4
Jordanthorpe	3
Frecheville	2
Newfield Green	1

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Appendix F
Sheffield City Council
Equality Impact Assessment

Name of policy/project/decision: Libraries Review

Name of person(s) writing EIA; Dawn Shaw

Date: 07/02/2014   **Service:** Libraries

Portfolio   Communities

What are the brief aims of the policy/project/decision?

The overall aim of the Libraries Review is to provide a comprehensive & efficient Library Service within the dedicated budget. The proposal for consultation is to retain 11 hub libraries – determined by a priority tool linked to the overall needs assessment; to provide limited resources for up to 5 'co-delivered' libraries; to provide support for independent libraries.

This process may take until June 2014 to be completed so at this stage this EIA is a 'live' document focussing on proposed changes. Some impacts may subsequently be addressed in part or in whole by the determination of community-led and independent libraries.

A major consultation has been undertaken on these proposals and the outcomes are highlighted in this assessment and in the Cabinet Report. This includes an assessment of the impacts of the wider proposals in the main report including, for example, the Mobile Library service, and the Home Library Service. All individual Libraries not proposed as hubs have individual Equality Impact Assessments.

Areas of possible impact	Explanation and evidence
Age	The age profile of Registered Library Users (RLUs) shows that the largest proportion comes from the 18-65 age groups with 47%. Under 18's make up 40% of and those 65+ 13%. There is a wide variation in the age profiles of registered library users in individual community libraries. The number of under 18s and people 65+ living in the community has been included as a demographic indicator in determining need/priorities for Community Libraries

Under 18's - there is no discernible pattern in the proportions of children in the population registered as Library users across the city. The Community Library with the largest proportion is Park with 59% of its RLUs under 18 with the lowest proportion at 35% in Crystal Peaks and Totley. The best performing areas are dispersed around the city and may in part reflect the success of the promotion of the Bookstart programme. The numbers are generally lower in the South East of the City.

65+ - The highest proportion of 65+ RLUs is 25% in Totley and the lowest is 4% in Burngreave.

The needs of older people (over 65) were also taken into account in the priority tool as increasingly there are more older people in the population. Social isolation is an issue for many older people, particularly those who have lost a partner (by 2025 it is estimated that there will be a 23% increase in people aged over 75 living alone). Low |

Areas of possible impact	Explanation and evidence

	income is an issue for many pensioners, and 28% of people aged over 60, living in Sheffield households, claiming benefits relating to low income.
	
	2012 Consultation The largest proportion of RLU's who responded were aged 65+ at around 3%. For those under 25 the proportion was very low at 0.2%. This indicates the consultation exercise was least successful with younger RLUs and most successful with older RLUs. Whilst all age groups wished to protect the range of services and materials most, and the Council running services least, there were some distinctive variations in between.
	    • Under 16s wished to protect Opening Hours; Library staff; Number of Libraries (in that order)
	    • Over 80s wished to protect Opening Hours; Number of Libraries; Library staff
	
	2013/14 Consultation
	In general, **older people** did not offer statistically different opinions to people aged under 65. However, some of the free text comments received offered some insight into factors that might be important for older people:
	    • Reliance on local libraries as a source of social contact to relieve isolation.
	    • Difficulty travelling and carrying books.
	    • Concerned about cost of transport if bus passes are withdrawn at some stage.
	    • The closure of the mobile library service was a particular concern.
	    • Travelling longer distances in bad weather and negotiating the hills
	
	Children – The needs of children and young people were taken into account as students who are exposed to reading from a young age are more likely to do well in their education. Sheffield has a higher number than the national average of 16-18 year olds not in education, employment or training.
	
	The consultation work undertaken with children 5-11 years gathered the views of 152 children. 28% of these were non-library users. In the work undertaken by Sheffield Futures with 164 11-19 year olds views, 49% were non-library users. Some of the key concerns expressed by children and young people were:
	    • Library hours as they are at the moment are inconvenient for children and are a reason why some of the children don't use libraries
	    • Central library – want it to close in mornings instead of afternoons and evenings as they can only go later in day after school
	    • Hubs proposals – Those whose local library isn't becoming a hub had concerns about distance to travel and the cost and safety implications of travelling on their own. This mirrors concerns expressed by adults in the survey.
	    • Community-led – concerns about volunteers with no professionals librarians on site
	    • Scepticism about whether volunteers in the number needed could be recruited for non-profit making activity.
	    • In favour of expanding the home library service
	    • Against the closure of mobile library service

Disability	Monitoring of Library Users asks whether individuals consider themselves disabled. The current overall figure for this declaration is 1.4% in Community Libraries. The highest proportion of RLUs declaring themselves disabled is in Woodhouse at 3% and the lowest is in Broomhill at 0.6%. The estimated number of disabled people (using figures for Adults and Children in receipt of Social Care) has been included as a demographic indicator in determining need/priorities for Community Libraries.

Areas of possible impact	Explanation and evidence
	The needs of disabled people were taken into account in the priority tool as the location of library services may be more acute for some members of this group of people, who may be less able to travel to other libraries. **2012 Consultation** The proportion of respondents reporting a disability was 10%. This compares very favourably with the 1.5% of RLUs reporting disabilities. There was no variation from the overall priorities for protection from disabled respondents. **2013/14 Consultation** 14% of respondents identified themselves disabled. Disabled people were significantly less positive about all the proposals than non - disabled people. Some comments from free text boxes that might shed some insight into the reasons why include: - Value relationship with current librarians which they fear will be lost if they have to attend another library e.g. making adjustments and offering support where required e.g. with accessing appropriate materials – audio books and Braille. - Concerns about less staff being available to support disabled people. - More difficult to travel to alternative libraries in general and a greater impact on disabled people of this - Some alternative libraries reported as being particularly inaccessible for disabled people e.g. Hillsborough, Woodseats, Central and Ecclesall. Parking, distance to walk and toilet facilities were registered as factors in this. - Upperthorpe was particularly valued for its ease of access. - The cumulative impact of the proposed cuts in library services and other changes e.g. benefit changes. - The closure of the mobile library service was a particular concern. **Accessibility to Hubs** Anecdotal comments have suggested that some disabled Library Users with access issues travel to for example to Upperthorpe Library because of the better ramped access, toilets and parking than such libraries as Broomhill, Walkley and Hillsborough. This is not evidence based but does highlight a key issue for residual hub libraries in that they really must be prioritised for removing barriers (both physical and non-physical) that disabled people might face when trying to access the service. (This would also provide an antithesis to the representations that wider library users would not travel to neighbouring libraries). Likewise individuals have identified the benefits of a person centred approach where library staff have developed and applied an understanding of the individual needs of disabled library users to better facilitate their use of specific libraries. **Mobile Library** In the consultation exercise 33% of mobile library users identified themselves as disabled - despite the obvious and severe accessibility issues of the Mobile Library buses. This suggests that the Mobile Library service has certain distinct benefits for disabled people who don't have mobility issues.
Pregnancy/ maternity	There are no impacts anticipated for this category and there is no monitoring of diversity of RLUs in this area. 2013/14 consultation did not identify any specific issues from this group.
Race	Analysis of RLUs shows that 21% are from BME backgrounds compared to an estimate 19% BME people in the wider population. The BME Community should not, however, be seen as a single homogenous group. The 3 groups that are most significantly better

Areas of possible impact	Explanation and evidence
	represented within RLUs are the Black African, Pakistani and Other White groups. The number of BME people has been included as a demographic indicator in determining need/priorities for Community Libraries. The proportion of RLUs from BME Communities in individual Community Libraries varies substantially from 72% in Burngreave to 2.3% in Frecheville - in part reflecting the make-up of the communities using the Community Libraries.
	The needs assessment has taken into account people from minority ethnic backgrounds. Unlike the general population (from a white British background), many people from black and minority ethnic communities live in households concentrated in specific areas of the city. This means the location of a library service could have a bigger impact on this group.
	2012 Consultation – 9% of the respondents identified themselves as BME – half of what would have been expected. The views expressed were consistent with the overall survey results in terms of priorities. Refugees and Asylum seekers highlighted their need for books which will help them learn English.
	2013/14 Consultation 12.5% of respondents identified themselves as BME. People from BME communities were significantly less positive about the proposals overall than non BME communities. This did vary from question to question though. Some factors identified in the free text boxes and in visits to BME groups which might indicate a difference in reliance or use of libraries include: • Confidence in their local area but concerns about using libraries outside of their community e.g. personal safety. • Expressed concern about loss of language support if their local library closes. • The libraries they use now have resources in community languages e.g. Urdu and Bengali and concern that alternative libraries may not have these. • Familiarity with staff and strong relationships with staff are something people value, perhaps because of the support that's been available. • People who've arrived relatively recently have less awareness of the geography of the city and therefore will find it hard to navigate to alternative libraries outside of their communities. • Some BME people use libraries as a way to engage with people in their local community and are concerned that if their local library closes it will have a more significant impact on BME people
Religion/belief	There are no impacts anticipated for this category and there is no monitoring of diversity of RLUs in this area of diversity. 2013/14 consultation did not identify any specific issues from this group.
Sex	More women than men are registered as Library Users 57% – 43%. There is very little distinction in the gender of RLUs up to the age of 16 – but between the ages of 16 and 69 there are around 50% more women RLUs than men. A 60% - 40% split was also evident in the 2009 PLUS survey responses. This might reflect the variations in working and caring patterns between the genders. **2012 Consultation** The split between women and men respondents was exactly 2/3 – 1/3. This balance is quite disproportionate to the population where it is nearly 50/50 but more reflective of Library Users. There was very little difference in opinions on gender lines for the key question around options for cuts with the biggest variation being greater preference amongst women to retain the number of libraries.

Areas of possible impact	Explanation and evidence
	2013/14 Consultation 66% of respondents identified themselves as women and 34% as men but there were few differences in answers to the key questions.
Sexual orientation	There are no impacts anticipated for this category and there is no monitoring of diversity of RLUs in this area of diversity 2013/14 consultation did not identify any specific issues from this group. We will ensure that Hub Libraries have staff that are trained in diversity awareness issues so they can develop and apply an understanding of the individual needs of LGB library users – a person centred approach - to better facilitate their use of specific libraries.
Transgender	There are no impacts anticipated for this category and there is no monitoring of diversity of RLUs in this area of diversity 2013/14 consultation did not identify any specific issues from this group. We will ensure that Hub Libraries have staff that are trained in diversity awareness issues so they can develop and apply an understanding of the individual needs of Transgender library users – a person centred approach - to better facilitate their use of specific libraries.
Financial inclusion, poverty, social justice, cohesion or carers	Poverty – The Index of Multiple Deprivation has been included as a demographic indicator in determining need/priorities for Hub & Community Led Libraries. There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population. The location of library services is acute for this group of people, as the cost of travelling to another library could be a barrier to accessing the service. The availability of free books and internet access is of greater importance when income levels are low. In considering how a comprehensive geographical spread of Libraries might be achieved, consideration has included the accessibility by frequent public transport routes. Carers were identified as part of the **2012 consultation** but expressed views consistent with the overall survey findings. **2013/14 Consultation** **Job seekers** - Overall job seekers are less positive about the proposals than non- job seekers. The responses clearly show that a significantly greater proportion of Job Seekers use the library for: - Accessing computers - Borrowing CDs/DVDs - Printing and photocopying - Job searching and /or volunteering opportunities - Reading books/newspapers in the library - Education and learning - Meeting people - Advice and guidance - Job seekers were significantly more likely than non-job seekers to use Central library or the next nearest library should their usual library close. However, they were not significantly more likely to lose access to library services altogether, nor were they significantly more concerned about travel to another library. - The closure of the mobile library service was a particular concern.
Voluntary,	VCF Sector organisations have been invited to express an interest in running libraries

Areas of possible impact	Explanation and evidence
community & faith sector	and will be invited to participate in the process to facilitate the running of the 'community led' libraries. Positive impacts include the potential for enhancing community engagement, gaining access to external funding, and helping tailor activities more closely to community need. The proposal includes a volunteer programme with training and support. Some Community Groups will be affected in the context of their use of Library buildings for meetings and events in those areas where 'Hub' Libraries are not provided. Engagement with Community Groups as part of the proposed consultation will seek to establish whether there are specific impacts.
Other/additional:	The needs analysis referenced in the report provides insight and evidence of the need for library services in the city. From this and the consultation undertaken in 2012 we can ascertain that people use libraries for the following key reasons: - Free access to books and other materials, particularly for people who are frequent and heavy readers, and people on low and restricted incomes. - Social spaces – for book groups, coffee mornings, children's activities, general relaxing space to meet. Particularly important for isolated older people. - Children's activities not only provide development and socialisation opportunities for Children, but also provide support to parents and guardians by enabling them to make new friendships and share the challenges of parenting. - Access to knowledge, particularly for young people, especially where there is access to school and college curriculum information, and quiet space to study. - Access to free computers and internet. It is estimated that 45,980 households in Sheffield do not have a computer at home with internet access. Many services are now only available online, such as Universal Credit; therefore free access to the internet is essential for many people. - Access to reliable information, research and reference material including local history for leisure and educational purposes The needs assessment has also taken into account literacy needs, as access to books, knowledge and learning in a safe and welcoming environment, can help people with low literacy needs improve their skills. Consultation will seek to establish whether there are specific impacts.

Overall summary of possible impact

- The Cabinet report outlines how features of the proposal will contribute to the Library Archives and Information Service Strategy and meeting the needs identified
- There is no doubt that any closures of Libraries would have a negative impact on protected groups both in local communities and the city as a whole.
- The process of the needs assessment has taken into account the demographic needs of the key protected groups and has included this in the process of prioritisation.
- A key mitigation against potential negative impacts will be the provision of packages of support for 'community co-delivered' libraries and a package of support and funding to enable independent

libraries to become viable and sustainable.   The additional funding which has been identified should provide a basis to avoid closures and thereby avoid the most negative equality impacts.

- The attached Action Plan below highlights a number of specific actions to mitigate potential negative impacts. Some of these can be mitigated in part by policy developments such as Housing+ which will include providing local community-based approaches to delivering services; work to address the digital inclusion agenda as part of the Councils emerging digital strategy; ensuring the inclusiveness of services supported by staff; and greater utilisation of the Schools Library Service.
- The consultation has identified stronger resistance to the proposals from protected group but in particular from Disabled Library Users
- We have examined key indicators to determine whether we feel there are likely to be significant equality impacts should an individual 'non-hub' library face closure and we have identified the following locations/characteristics;
  - o Park Library – Young People
  - o Burngreave Library – BME People
  - o Tinsley Library – BME people
  - o Upperthorpe Library – Disabled People
  - o Totley Library – Older People.
- Individual actions have been identified and will need to be incorporated into negotiations with communities to ensure the residual services are responsive to the equality needs of local residents

Approved (Lead Manager): Dawn Shaw   **Date:** 23/01/2014

Approved (EIA Lead): Michael Bowles   **Date:** 07/02/2014

Action Plan	
Areas of impact	**Actions**
Age	**Development of the Home Library Service** The development and promotion of the Home Library Service received the highest levels of approval in the consultation exercise and will be a critical tool to address the needs of the least mobile of Older People. We will explore the possibility of closer working alongside voluntary sector groups and lunch clubs to facilitate greater access to the Home Library Service or to develop alternative approaches. **Housing+** This will provide local community-based approaches to delivering services and building community resilience by encouraging more 'grassroots' involvement of tenants In considering the options for more efficient and fit-for-purpose accommodation to meet the needs of the Housing+ model, co-location options are currently being considered in liaison with the Libraries Review. **School Library Services** The School Library Service is a traded service which schools choose whether to buy. The current buy in of schools at all levels across the city is 71%. This is an important element of the overall provision for school children which, given the focus on Community Libraries, may have been partly overlooked in this consultation. The School Library Service works closely with schools and may be able to provide some mitigation should any of the Libraries have to close. **Library Opening Hours** Consideration should be given to protecting/expanding the opening hours of Hub Libraries to facilitate greater use by children outside of school library hours. Under the proposal, there will be a continuing commitment to activities in hub and community run libraries such as baby and story-time ; children's books and children library space; homework zones & after school clubs; and educational activities. Provision of reader development activities e.g. adult literacy schemes, reading groups, and community outreach will enable the improvement of literacy and skills for people of all ages.
Disability	**Development of the Home Library Service** The development and promotion of the Home Library Service received the highest levels of approval in the consultation exercise and will be a critical tool to address the needs of the least mobile of Disabled People. We will explore the possibility of closer working alongside voluntary sector groups to facilitate greater access to the Home Library Service or to develop alternative approaches. **Housing+** This will provide local community-based approaches to delivering services and including building community resilience by encouraging more 'grassroots' involvement of tenants

Action Plan	
Areas of impact	**Actions**
	In considering the options for more efficient and fit-for-purpose accommodation to meet the needs of the Housing+ model, co-location options are currently being considered in liaison with the Libraries Review.
	Accessibility to Hubs Hub libraries will be considered as potential priorities for improvements to facilitate removing barriers (both physical and non-physical) that disabled people might face when trying to access the service including such issues as access, parking and toilets. We will ensure that Hub Libraries have staff that are trained in diversity awareness issues so they can develop and apply an understanding of the individual needs of disabled library users – a person centred approach - to better facilitate their use of specific libraries. **Digital Inclusion** Library Users with sensory impairments may be more likely to utilise digital access to the Library Service which will continue to be developed. This will include the 24 hour reservation/renewal, access to reference and information services, and e-audio books. The Council is developing a digital strategy that will include addressing digital inclusion as an important element of ensuring communities are able to access services and benefits e.g. Universal Credit.
Race	The dispersal of the BME population means that impacts cannot all be mitigated on a city-wide basis but need to be focussed locally as detailed below however we will ensure that Hub Libraries have staff that are trained in diversity awareness issues so they can develop and apply an understanding of the individual needs of BME library users – a person centred approach - to better facilitate their use of specific libraries. We will also ensure that Hub libraries will have accessible stocks of appropriate minority language materials. **Digital Inclusion** There is some evidence to suggest that Library Users in areas with high BME populations are increasingly likely to utilise digital access to the Library Service which will continue to be developed. This will include the 24 hour reservation/renewal, access to reference and information services, and e-audio books. The Council is developing a digital strategy that will include addressing digital inclusion as an important element of ensuring communities are able to access services and benefits e.g. Universal Credit.
Financial inclusion, poverty, social justice, cohesion or carers	**Job Seekers** Overall job seekers are less positive about the proposals than non-job seekers. The responses clearly show that a significantly greater proportion of Job Seekers use the library for: • Accessing computers • Borrowing CDs/DVDs • Printing and photocopying • Job searching and /or volunteering opportunities • Reading books/newspapers in the library • Education and learning

Action Plan	
Areas of impact	**Actions**
	- Meeting people - Advice and guidance Job seekers were significantly more likely than non-job seekers to use the Central Library or the next nearest library should their usual library close. However, they were not significantly more likely to lose access to library services altogether, nor were they significantly more concerned about travel to another library. Features of the proposal includes running job search sessions, free access to computers and the internet via the People's Network, smart meters for loan, and community outreach by Community Development Librarians. **Housing+** This will provide **l**ocal community-based approaches to delivering services including building community resilience by encouraging more 'grassroots' involvement of tenants In considering the options for more efficient and fit-for-purpose accommodation to meet the needs of the Housing+ model, co-location options are currently being considered in liaison with the Libraries Review. **Digital Inclusion** There is some evidence to suggest that Job Seekers are increasingly likely to utilise digital access to the Library Service which will continue to be developed. This will include the 24 hour reservation/renewal, access to reference and information services, and e-audio books. The Council is developing a digital strategy that will include addressing digital inclusion as an important element of ensuring communities are able to digitally access services and benefits e.g. Universal Credit. The location of static libraries, hubs, community co-delivered and independent libraries will be promoted, including the services they offer. This includes activities and opportunity to meet people
Voluntary, community & faith sector	The investment in Community-led libraries provides a new opportunity for building social capital in the areas affected. The proposal includes a volunteer co-ordinator and training programme to build capacity and ensure compliance with legislation and equalities duties.
	Individual Libraries
Park – Young People	Issues in Park have actually increased by 7% (-22% average) and PN sessions have fallen by 8% (+18% average) – at odds with city wide trends. Visits have retained the same level whilst the city wide average shows a 12% reduction **Mitigation** Park has been identified as a Community-led library so the needs of children can be negotiated with the community as part of the new arrangements. **Housing+** Specific parts of Park will be covered by Housing+ and this will provide **l**ocal community-based approaches to delivering services and including

Action Plan	
Areas of impact	**Actions**
	• building community resilience by encouraging more 'grassroots' involvement of tenants **Schools Library Service** is working with schools in the area to ensure high quality provision within and alongside the schools.
Upperthorpe – Disabled People	**Housing+** Specific parts of Upperthorpe will be covered by Housing+ and this will provide **l**ocal community-based approaches to delivering services including • building community resilience by encouraging more 'grassroots' involvement of tenants **Digital Inclusion** Library Users with sensory impairments may be more likely to utilise digital access to the Library Service which will continue to be developed. This will include the 24 hour reservation/renewal, access to reference and information services, and e-audio books. The Council is developing a digital strategy that will include addressing digital inclusion as an important element of ensuring communities are able to access services and benefits e.g. Universal Credit.
Burngreave – BME People	Issues have fallen 35% (22% average) between 2010 and 2012 from 26K to 17K whilst for the same period PN sessions have increased 19% (18% average) from 7K to 8K. This shows the overall trend of usage. Overall visits are down by the city wide average (-12%) **Mitigation** Burngreave has been identified as a Community-led library so the needs of BME people should be a key priority in the discussions with the community about the new arrangements. **Housing+** Specific parts of Burngreave will be covered by Housing+ and this will provide **l**ocal community-based approaches to delivering services including • building community resilience by encouraging more 'grassroots' involvement of tenants **Digital Inclusion** There is some evidence to suggest that Library Users in areas with high BME populations are increasingly likely to utilise digital access to the Library Service which will continue to be developed. This will include the 24 hour reservation/renewal, access to reference and information services, and e-audio books. The Council is developing a digital strategy that will include addressing digital inclusion as an important element of ensuring communities are able to access services and benefits e.g. Universal Credit.
Tinsley – BME People	Issues are down by 32% and PN sessions up by 22% **Mitigation** Tinsley will remain open until April 2016 so this will give time for an options appraisal on what elements might be re-provided locally **Digital Inclusion** There is some evidence to suggest that Library Users in areas with high BME populations are increasingly likely to utilise digital access to the Library Service which will continue to be developed. This will include the 24 hour reservation/renewal, access to reference and information services, and e-audio books. The Council is developing a digital strategy that will include addressing digital inclusion as an important element of ensuring communities are able to access services and benefits e.g. Universal Credit.

Action Plan	
Areas of impact	**Actions**
Totley – Older People	Totley shows an average 23% reduction in issues but has only maintained the same level of PN usage **Promotion of the Home Library Service** The development and promotion of the Home Library Service received the highest levels of approval in the consultation exercise and will be a critical tool to address the needs of the least mobile of Older People. We will explore the possibility of closer working alongside voluntary sector groups to facilitate greater access to the Home Library Service or to develop alternative approaches. **Housing+** Specific parts of Totley will be covered by Housing+ and this will provide local community-based approaches to delivering services including • building community resilience by encouraging more 'grassroots' involvement of tenants **South West Local Area Partnership** are about to embark on some work around tackling social isolation of older people and digital inclusion

Individual Library Analysis

Equality Impacts – Individual Libraries vulnerable to closure

We have examined 3 key indicators to determine whether we feel there are likely to be significant equality impacts should an individual library face closure;
-   The proportion of the total library users registered at the library that is in the specific group,
-   The proportion of the local population in that group that is registered with the local library,
-   The demographic needs ranking for that specific group

The full table of data/evidence is attached but the key areas of significant impact we have identified are as follows;
-   Park Library – Young People
-   Burngreave Library – BME People
-   Tinsley Library – BME people
-   Upperthorpe Library – Disabled People
-   Totley Library – Older People

Non 'Hub' Library	Areas of Impact	Evidence	Impact
Frecheville	Young People	Higher than average proportion of RLUs are younger people – 47% (40%) Lower than average proportion of population as RLUs - 43% (50%)	No disproportionate impacts
	Older People	Slightly higher than average proportion of RLUs are older people – 16% (13%) Average proportion of population as RLUs – 20% (22%)	No disproportionate impacts
	Disabled People	Higher than average proportion of RLUs are disabled people – 2.3% (1.4%) Higher than average proportion of population as RLUs – 31% (21%)	No disproportionate impacts
	BME People	Much lower than average proportion of RLUs are BME people – 2% (20%) Lower than average proportion of population as RLUs - 14% (25%)	No disproportionate impacts
Walkley	Young People	Average proportion of RLUs are younger people – 37% (40%) Higher than average proportion of population as RLUs - 94% (50%)	No disproportionate impacts
	Older People	Lower than average proportion of RLUs are older people – 10% (13%) Higher than average proportion of population as RLUs – 30% (22%)	No disproportionate impacts
	Disabled People	Lower than average proportion of RLUs are disabled people – 0.7% (1.4%) Lower than average proportion of population as RLUs – 14% (21%)	No disproportionate impacts

	BME People	Lower than average proportion of RLUs are BME people – 12% (20%) Higher than average proportion of population as RLUs - 38% (25%)	No disproportionate impacts
Jordanthorpe	Young People	Average proportion of RLUs are younger people – 38% (40%) Higher than average proportion of population as RLUs - 72% (50%)	No disproportionate impacts
	Older People	Average proportion of RLUs are older people – 16% (13%) Higher than average proportion of population as RLUs – 38% (22%)	No disproportionate impacts
	Disabled People	Average proportion of RLUs are disabled people – 1.8% (1.4%) Higher than average proportion of population as RLUs – 29% (21%)	No disproportionate impacts
	BME People	Lower than average proportion of RLUs are BME people – 10% (20%) Higher than average proportion of population as RLUs - 42% (25%)	No disproportionate impacts
Park	Young People	Higher than average proportion of RLUs are younger people – 59% (40%) Higher than average proportion of population as RLUs - 63% (50%)	Some Significant Impact
	Older People	Lower than average proportion of RLUs are older people – 9% (13%) Average proportion of population as RLUs – 21% (22%)	No disproportionate impacts
	Disabled People	Lower than average proportion of RLUs are disabled people – 0.8% (1.4%) Lower than average proportion of population as RLUs – 7% (21%)	No disproportionate impacts
	BME People	Higher than average proportion of RLUs are BME people – 27% (20%) Average proportion of population as RLUs - 24% (25%)	No disproportionate impacts
Gleadless	Young People	Average proportion of RLUs are younger people – 43% (40%) Higher than average proportion of population as RLUs - 94% (50%)	No disproportionate impacts
	Older People	Higher than average proportion of RLUs are older people – 20% (13%) Higher than average proportion of population as RLUs – 38% (22%)	No disproportionate impacts
	Disabled People	Average proportion of RLUs are disabled	No disproportionate

	BME People	people – 1.6% (1.4%) Higher than average proportion of population as RLUs – 43% (21%)	impacts
		Much lower than average proportion of RLUs are BME people – 3% (20%) Higher than average proportion of population as RLUs - 38% (25%)	No disproportionate impacts
Ecclesfield	Young People	Average proportion of RLUs are younger people – 41% (40%) Average proportion of population as RLUs - 48% (50%)	No disproportionate impacts
	Older People	Higher than average proportion of RLUs are older people – 20% (13%) Slightly higher than average proportion of population as RLUs – 25% (22%)	No disproportionate impacts
	Disabled People	Slightly higher than average proportion of RLUs are disabled people – 1.8% (1.4%) Average proportion of population as RLUs – 20% (21%)	No disproportionate impacts
	BME People	Much lower than average proportion of RLUs are BME people – 3% (20%) Lower than average proportion of population as RLUs - 21% (25%)	No disproportionate impacts
Upperthorpe	Young People	Average proportion of RLUs are younger people – 37% (40%) Lower than average proportion of population as RLUs - 42% (50%)	No disproportionate impacts
	Older People	Lower than average proportion of RLUs are older people – 9% (13%) Higher than average proportion of population as RLUs – 29% (22%)	No disproportionate impacts
	Disabled People	Higher than average proportion of RLUs are disabled people – 2.9% (1.4%) Higher than average proportion of population as RLUs – 40% (21%)	Some Significant Impact
	BME People	Much higher than average proportion of RLUs are BME people – 43% (20%) Average proportion of population as RLUs - 24% (25%)	No disproportionate impacts
Southey	Young People	Higher than average proportion of RLUs are younger people – 48% (40%) Lower than average proportion of population as RLUs - 38% (50%)	No disproportionate impacts
	Older People	Lower than average proportion of RLUs are older people – 8% (13%) Lower than average proportion of population as RLUs – 11% (22%)	No disproportionate impacts

	Disabled People	Average proportion of RLUs are disabled people – 1.4% (1.4%) Lower than average proportion of population as RLUs – 14% (21%)	No disproportionate impacts
	BME People	Lower than average proportion of RLUs are BME people – 13% (20%) Lower than average proportion of population as RLUs - 19% (25%)	No disproportionate impacts
Stannington	Young People	Average proportion of RLUs are younger people – 41% (40%) Lower than average proportion of population as RLUs - 40% (50%)	No disproportionate impacts
	Older People	Higher than average proportion of RLUs are older people – 19% (13%) Lower than average proportion of population as RLUs – 15% (22%)	No disproportionate impacts
	Disabled People	Higher than average proportion of RLUs are disabled people – 2.2% (1.4%) Average proportion of population as RLUs – 20% (21%)	No disproportionate impacts
	BME People	Much lower than average proportion of RLUs are BME people – 4% (20%) Lower than average proportion of population as RLUs - 17% (25%)	No disproportionate impacts
Burngreave	Young People	Higher than average proportion of RLUs are younger people – 43% (40%) Lower than average proportion of population as RLUs - 35% (50%)	No disproportionate impacts
	Older People	Lower than average proportion of RLUs are older people – 4% (13%) Lower than average proportion of population as RLUs – 9% (22%)	No disproportionate impacts
	Disabled People	Lower than average proportion of RLUs are disabled people – 0.7% (1.4%) Lower than average proportion of population as RLUs – 7% (21%)	No disproportionate impacts
	BME People	Higher than average proportion of RLUs are BME people – 72% (20%) Higher than average proportion of population as RLUs - 44% (25%)	Some Significant Impact
Greenhill	Young People	Average proportion of RLUs are younger people – 38% (40%) Lower than average proportion of population as RLUs - 37% (50%)	No disproportionate impacts
	Older People	Higher than average proportion of RLUs are older people – 19% (13%)	No disproportionate impacts

		Average proportion of population as RLUs – 21% (22%)	
	Disabled People	Average proportion of RLUs are disabled people – 1.2% (1.4%) Lower than average proportion of population as RLUs – 14% (21%)	No disproportionate impacts
	BME People	Lower than average proportion of RLUs are BME people – 7% (20%) Lower than average proportion of population as RLUs - 19% (25%)	No disproportionate impacts
Newfield Green	Young People	Average proportion of RLUs are younger people – 39% (40%) Lower than average proportion of population as RLUs - 19% (50%)	No disproportionate impacts
	Older People	Average proportion of RLUs are older people – 13% (13%) Lower than average proportion of population as RLUs – 10% (22%)	No disproportionate impacts
	Disabled People	Average proportion of RLUs are disabled people – 1.6% (1.4%) Lower than average proportion of population as RLUs – 13% (21%)	No disproportionate impacts
	BME People	Average proportion of RLUs are BME people – 20% (20%) Lower than average proportion of population as RLUs - 12% (25%)	No disproportionate impacts
Tinsley	Young People	Higher than average proportion of RLUs are younger people – 47% (40%) Higher than average proportion of population as RLUs - 69% (50%)	No disproportionate impacts
	Older People	Lower than average proportion of RLUs are older people – 4% (13%) Average proportion of population as RLUs – 22% (22%)	No disproportionate impacts
	Disabled People	Lower than average proportion of RLUs are disabled people – 0.7% (1.4%) Higher than average proportion of population as RLUs – 38% (21%)	No disproportionate impacts
	BME People	Higher than average proportion of RLUs are BME people – 68% (20%) Higher than average proportion of population as RLUs - 51% (25%)	Some Significant Impact
Totley	Young People	Lower than average proportion of RLUs are younger people – 35% (40%) Higher than average proportion of population as RLUs - 55% (50%)	No disproportionate impacts

	Older People	Higher than average proportion of RLUs are older people – 25% (13%) Higher than average proportion of population as RLUs – 33% (22%)	Some Significant Impact
	Disabled People	Lower than average proportion of RLUs are disabled people – 0.8% (1.4%) Lower than average proportion of population as RLUs – 16% (21%)	No disproportionate impacts
	BME People	Much lower than average proportion of RLUs are BME people – 4% (20%) Lower than average proportion of population as RLUs - 19% (25%)	No disproportionate impacts
Broomhill	Young People	Average proportion of RLUs are younger people – 37% (40%) Lower than average proportion of population as RLUs - 25% (50%)	No disproportionate impacts
	Older People	Average proportion of RLUs are older people – 13% (13%) Lower than average proportion of population as RLUs – 15% (22%)	No disproportionate impacts
	Disabled People	Lowest proportion of RLUs are disabled people – 0.6% (1.4%) Lower than average proportion of population as RLUs – 8% (21%)	No disproportionate impacts
	BME People	Lower than average proportion of RLUs are BME people – 16% (20%) Lower than average proportion of population as RLUs - 15% (25%)	No disproportionate impacts
Woodhouse	Young People	Average proportion of RLUs are younger people – 37% (40%) Lower than average proportion of population as RLUs - 24% (50%)	No disproportionate impacts
	Older People	Higher than average proportion of RLUs are older people – 18% (13%) Lower than average proportion of population as RLUs – 13% (22%)	No disproportionate impacts
	Disabled People	Highest proportion of RLUs are disabled people – 3.0% (1.4%) Average proportion of population as RLUs – 18% (21%)	No disproportionate impacts
	BME People	Much lower than average proportion of RLUs are BME people – 7% (20%) Lower than average proportion of population as RLUs - 13% (25%)	No disproportionate impacts
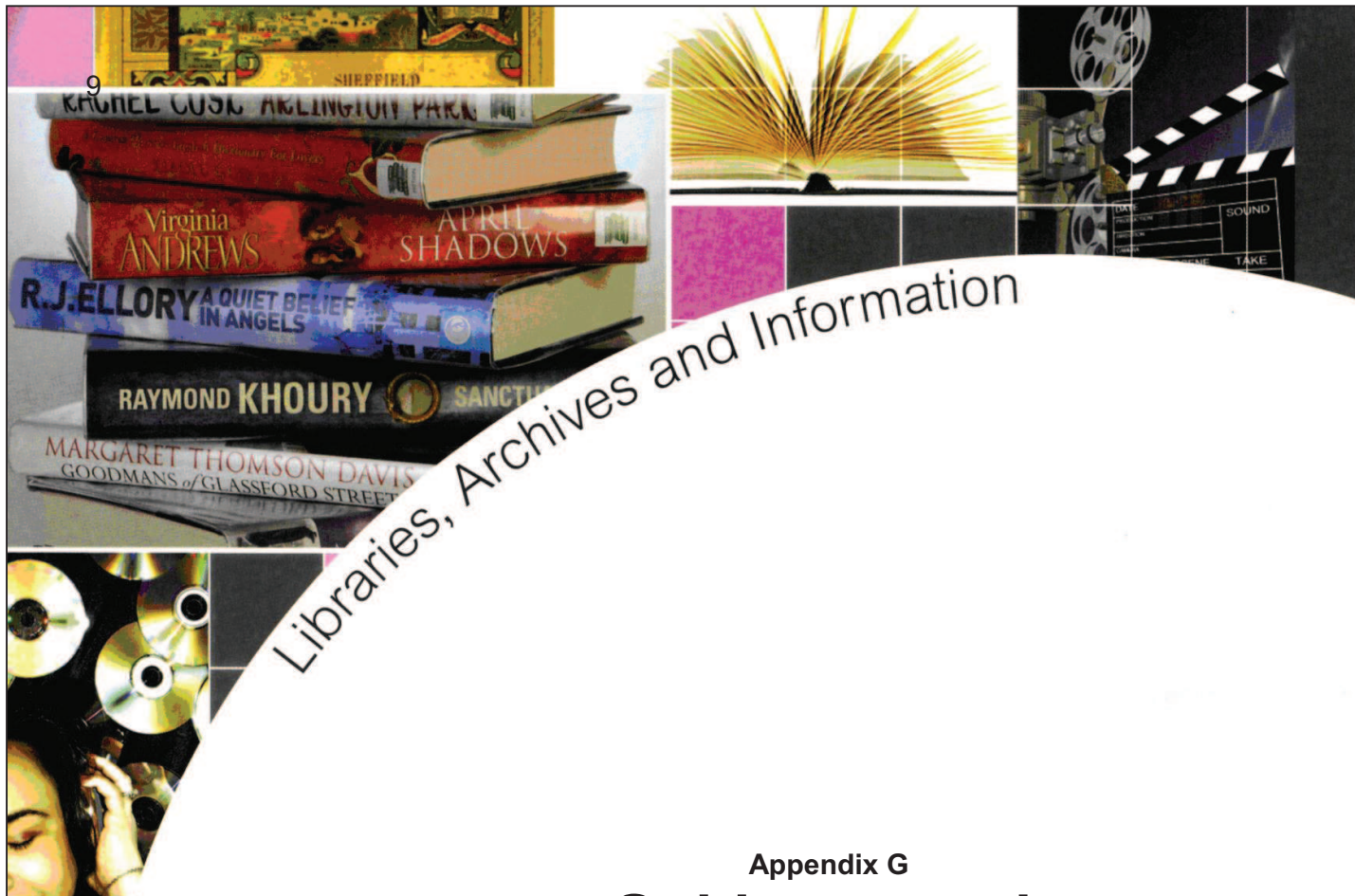
Libraries, Archives and Information

Appendix G
Guidance pack

For individuals, groups and organisations who want to run, or help to run a library service in Sheffield.

November 2013

Sheffield
City Council

DP6304

Contents

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1. Summary

The proposal for the future of Sheffield's library service has been made in consideration of our statutory duty under the Public Libraries and Museums Act 1964 to provide a 'comprehensive and efficient' library service.

As of October 2013 Sheffield's Libraries, Archives and Information (LAI) service has 28 libraries in total, 13 in district centres including Central Library and 15 in local community settings. This service is supplemented by Mobile and Home Library Services.   As well as public libraries, there are a range of other front line services such as Archives and Local Studies, Help Yourself Directory, Schools Library Service, and services to business including patent advice and the World Metal Index.

In 2012/13 the service had 133,337 registered adult users, this included 39,912 people over 65 years of age, and 2,491 people who declared (voluntarily) a disability. In addition there were over 60,000 registered children and young people under the age of 18. There were 27,786 people who were registered (voluntarily) as having a minority ethnic background.

The review of Sheffield's Libraries, Archives and Information Service was to ensure we have a comprehensive, efficient, modern, and sustainable service:

- A comprehensive service: because we need to provide a range of library services, materials and information for residents of Sheffield, visitors, businesses and community organisations. These services need to be accessed across the city and increasingly 'on line'.

- An efficient service: because we know the number of people using the library service has been declining overall, with a 23% reduction in book issues between 2011/12 to 2012/13.

- A modern service: because we know that people want to access library services in new ways, such as reserving more books online, more community activity and use of technology such as e-books and Wi-Fi amongst younger age groups.

- A sustainable service: because services need to be fit for purpose when we have fewer resources. Since the period of national austerity began there have been a number of cuts to the LAI(s) budget. It is no longer possible to make further budget savings without re-organising and re-designing the service.

The proposal will deliver a comprehensive and efficient service that meets the requirements of the needs assessment (see appendix B) and is affordable in this context by:

- Investing in technology to extend on-line services and develop e-lending
- Extending the Home Library Service which is available for people who need help to live independently
- Developing 11 SCC run hub libraries.
- Retaining Tinsley library as a SCC run library until the rental agreement expires in 2016.
- Supporting up to 5 volunteer run co-delivered community libraries for an agreed pilot period of 2 years.

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- Enabling libraries at risk of closure to become independent libraries if a business plan is approved.
- Closing the Mobile library service due to declining usage.
- Looking for a partner with whom to develop Archives services
- In the longer term, moving our library buildings into new or upgraded facilities. This work includes the upgrading of Central Library

A consultation period began on 11th October 2013 and will end on 10th January 2014.

Individuals, groups and organisations are now being invited to register an interest in running libraries, and submit an initial business plan by 10th January 2014. A final recommendation to the Councils' Cabinet in February 2014, will be shaped by the needs assessment and informed by the consultation results, Equality Impact Assessment and the assessment of the initial business plans.

Stage 1
- Groups & organisations register their interest in running library services, and invited to develop initial business plans. Workshop sessions and SCC support.
- Consultation with users and non-users of Sheffield's library services from 11th October 2013 to 10th January 2014

Stage 2
- Submission and assessment of initial business plan from 2nd December 2013 until 10th January 2014, ahead of Cabinet Report in February 2014.

Stage 3
- Initial business plans that are successful at stage 2 will be invited to submit a full business plan. Plans must be submitted by end of June 2014. Ongoing support from SCC.

The Council is currently deciding how it will evaluate the business plans submitted in stage 2 and 3 above. However the Council can confirm the consideration of business plans will be made against criteria defined by the outcome of the consultation process. This will ensure that the selected solution aligns with the needs and wants of local communities. The Council will confirm in due course the scope of the evaluation criteria once the outcome of the consultation process is known.

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2. What Sheffield Libraries, Archives and Information service wants to achieve.

Sheffield's LAI service wants to achieve an up to date service which is not only comprehensive and efficient but affordable within the Council's budget context. This will be a service that continues to be valued by its citizens and meets their needs as library users.

Under the proposed model the service will have the opportunity to develop with Sheffield people, local groups and organisations creative and innovative ways of working.

Together, the vision is to deliver a service where:

- Sheffield will be proud of its forward thinking and its innovative and contemporary library service promoting <u>lifelong learning</u>, <u>digital inclusion</u> and <u>celebrates reading</u>.

- Libraries will continue to enable people to access information and services and <u>encourage participation</u>.

- The Council will ensure that our library services are maintained by developing <u>sustainable</u> and <u>deliverable</u> options for the future.

3. Standards of service delivery

Standards of service delivery were published in 'the Future of Sheffield's Library Service - Prospectus', launched in February 2013. These standards were based primarily on existing requirements for SCC run library services, reflecting on local, regional & national policy and legislative requirements.

To ensure a high standard and consistent service, both SCC hub libraries and SCC co-delivered libraries will be subject to the delivery standards listed below: Note these standards may be updated from time to time.

3.1 Standards of delivery

- Libraries should be welcoming and open to everyone.
- Libraries should be free at the point of access and should be promoted as free and accessible to all sections of the community
- Library membership should be available for everyone who is living, working, studying or visiting Sheffield.
- The operation of the library, including the purchase of books and other materials must be neutral to political or religious interests.
- Libraries will continue to provide books as their core product but this should increasingly be in a variety of formats
- Libraries should aim to meet the diverse needs of the community for which it serves

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- Libraries should continue to work with and develop the library services with organisations and groups outside of their library buildings
- The use of a wide range of library promotional events and activities should be seen as integral to a healthy and successful library service
- Fees and charges should be published and fairly applied to all users.
- Library users must be able to visit a library without a time limit, subject to library opening hours. (This does not extend to the use of resources).
- Library users must be able to visit a library free of charge. There should not be an entrance fee or membership restriction with the exception of some specific events
- In some circumstances admittance may be restricted i.e. anti-social behaviour, offensive or abusive behaviour.

4. Co-delivered community run libraries

Delivering library services together with community partners (co-delivery) is an alternative way for keeping more libraries open.

By supplying central services (see description of services in Appendix M) and some professional staff support and guidance for co-delivered libraries, the Council aims to ensure the quality and sustainability of libraries run by community partners. The Council will support up to 5 co-delivered community libraries for an agreed 2 year pilot period, and priority has been given under the needs assessment to those libraries that rank highest on demographic needs. This is in addition to the service which the council considers to meet the current needs of the city (as set out in the needs assessment in Appendix B.)

4.1 The Priority ranking for (non- hub/vulnerable to closure) libraries

Newfield Green (highest priority)
Burngreave
Southey
Woodhouse
Park
Broomhill
Upperthorpe
Greenhill
Jordanthorpe
Ecclesfield
Stannington
Frecheville
Gleadless
Totley
Walkley (lowest priority)

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4.2 What SCC will provide for the five co-delivered community run libraries

- Energy, cleaning and waste disposal costs, will be paid directly by SCC under the City Council contract terms.

- Books and materials stock, and stock circulation (provided by central support) will be provided by SCC from its materials fund. It is important to note the book stock and materials will remain the property of SCC. Any book or material for loan will, from time to time, be circulated to other libraries. SCC will work with delivery partners to ensure the book stock and materials in each library reflect the needs of the local community.

- SCC will continue to provide book lending, a request/reservation and inter-library loan service in co-delivered community run libraries. All lending materials can be reserved using the on-line catalogue by any library member throughout the city. Reserved materials will then be transported by the libraries support team to the users preferred library for collection.

- Introduce e-book lending. SCC will enter into a city wide agreement to enable library users to download library e-books onto their own e-reader. SCC will not be loaning e-reader devices, but this may be something delivery partners wish to do. More details of e-book lending will be available upon launch of the scheme.

- SCC will provide some staff support and guidance for co-delivered community run libraries. This will, in part, be determined by the business plans that are developed, with consideration given to the capacity of the delivery partner, volunteer levels, and how busy libraries are.

- Delivery partners will be encouraged to make purchase suggestions which reflect the needs of the local community. All materials in co- delivered community run libraries will be part of the city's computerised lending system.

- Photocopying service. SCC will supply and maintain the photocopiers in SCC run libraries and co-delivered community run libraries. The fees charged for this service will be set and retained by SCC.

- Newspapers. Subject to the business plan of the co-delivery partner, SCC will continue to stock newspapers at both hub and co-delivered libraries.

- Free access to computers and the internet for all via the People's Network (computer maintenance provided by central support/Capita). Measures to maintain internet security will be discussed with co-delivery partners. SCC is committed to free access to the Peoples' Network in fulfilling the recommendations of the Fairness Commission, in particular addressing the digital divide, and the increased demand due to Universal Credit.

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- Reader development activities (provided by central support). Subject to the business plan of the co-delivery partner, SCC can provide a range of activities in libraries, such as reading groups. It is envisaged that library activity may be extended through wider links with the community, support from volunteers and other voluntary groups.

- Books in a broad range of community languages. SCC will provide books in a broad range of community languages in fulfilling its commitment to the Equalities Act. SCC will liaise with the delivery partner to ensure the stock reflects community need.

- Radio Frequency Identification Device (RFID).   Subject to the business plan of the co-delivery partner, we will supply and maintain a Radio Frequency Identification Device (RFID) in each co-delivered library (as well as hub libraries). The RFID's enable users to take out books, CD's & DVD's, make payments and take fines.

- Essential repairs

Note: The support package for co-delivered libraries does not include management fees being paid to community organisations and volunteers.

4.3 What SCC looks for from a co-delivery partner organisation

- Management of the building in line with SCC requirements for opening, closing, health and safety, hazard reporting, general security, grounds maintenance, creating a welcoming environment and child and adult safeguarding.
- A procedure for the Recruitment and co-ordination of volunteers in conjunction with SCC
- Additional added value activity such as running a job club, benefits advice, adult learning classes, children's activities, work experience programmes, fundraising activities.

Joint responsibility – for negotiation and clarification

- Small general maintenance issues.
- Decoration, purchase of new equipment, furnishings.
- Consumables (e.g. light bulbs, toiletries etc.)
- Training programme for volunteers
- Book purchases
- Disposal or sale of old book stock
- Equality responsibilities, Health & Safety and the protection of children and vulnerable adults.

4.4 Co-delivered community run libraries – income generation

The income from library fees will be in line with SCC fee tariffs. The fees and charges raised from SCC materials in co-delivered libraries will be used within the whole SCC run library service.   The 2013/14 library income budgets can be found in the individual library

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profiles. The Radio Frequency Identification Devices will be used to collect fees and charges, unless a strong case is made for not doing so.

The co-delivery partner may generate and retain income from fundraising activities in the library such as coffee mornings, or from delivering complimentary services, subject to agreement. Proposed fundraising/income generation activity must be detailed in the business plan, and should take into consideration the standards of service delivery outlined in section 3.

5 Independent Libraries

Libraries that are vulnerable to closure may become independently run libraries, i.e. without Council funding, support. SCC may provide the current book, material stock and furnishings subject to agreement. Terms for occupying the building would be negotiated with the SCC Property and Facilities Management service.

Independent libraries do not need to comply with SCC fees and tariffs, and they may be able to retain income generated from the library building, subject to conditions in the lease agreement.

We will give consideration to any proposal to run a vulnerable (to closure) library on an independent basis which may include being part of a community hub/resource. This includes the Mobile Library Service.

6 Registering an Interest – Stage 1

Registering an interest is a simple first stage to help us to identify the people, groups and organisations who are interested in:

- Running or supporting a co-delivered and community run library
- Running or supporting an 'at risk of closure' library independently
- Running or supporting the Mobile library service independently
- Enhancing the operation of community hub libraries

A registration of interest form can be found in Appendix C.   It is important that you register an interest as soon as possible, so we can ensure you receive appropriate support and can be kept informed of events and activities.   Please note that the level of public interest in this project means that the Council will probably have to publish registrations of interest under the freedom of Information Act if requested. In registering your interest you are deemed to have consented to this.

If you are an individual, we will put you in touch with other individuals or groups registering an interest in the same library.

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7   Support for groups and organisations in developing business plans plan

7.1 Guidance pack

This guidance pack is available to any individual, group or organisation who is interested in running a library service, whether this is co-delivered or independent. This pack will be e-mailed to groups who have registered an interest, and a hard copy pack will be delivered to the nearest library for collection if requested.

7.2 Workshops

Groups who have registered an interest will be invited to a series of workshops which aim to:
- Provide face to face advice relating to the guidance pack and process
- Enable groups and organisations to network
- Enable groups and organisations to learn from the experience of co-delivered and independent libraries delivered elsewhere and create links

7.3 Council Officer support

The type of support that may be provided includes: responding to information requests, advice on developing the business plan, library fact finding visits, attending community meetings.

8   Developing a business plan – Stage 2

The second stage is to develop a business plan following the guidelines provided. An initial business plan can be submitted for assessment from 2nd December 2013. Business plans which do not sufficiently meet the criteria may be re-submitted up to a deadline date of 10th January 2014. Business plans should be submitted to: 1 x paper copy version to The Library Review Team, Central Library, Surrey Street, **Sheffield** S1 1XZ, plus 1 x electronic media version should be emailed to libraries@sheffield.gov.uk   Guidance on producing a business plan can be found in Appendix D.

It is expected that co-delivered community run libraries will be operated according to library standards of delivery (see section 3), and may be restricted by statutory duties or council wide service contracts.

From this point forward, reference to groups and organisations developing a business plan will be referred to as 'applicants'.

The initial business plan should include the following as a minimum:

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8.1 A Volunteer Register

A register of people that have volunteered to give their time to help run the library. If applicants do not intend to run the library with volunteers, an alternative proposal should be described in detail. A sample register template can be found in Appendix G.

8.2 Managing and co-ordinating volunteers

A description (if applicable) of how applicants will recruit, retain, support and co-ordinate volunteers. Please see Appendix H information sheet on involving volunteers. Note: applicants are not required to describe the training of volunteers at this stage. SCC will collaborate with the applicant regarding the initial training of volunteers.

8.3 Working with partners

Applicants may partner with others (groups, voluntary organisations, statutory services, commercial/private sector organisations) to deliver a library service or other complimentary activity. Applicants should describe the role and contribution of any groups/organisations it will work with. Partnerships are encouraged where they will help the library deliver what the community wants and needs, increase sustainability and add to the quality of service delivery. Thought should be given to collaborative activity with other applicants, whether this is in relation to the same library or other libraries across the city. It is recognised that partnership work may be in an initial stage until confirmation of success at the second stage.

8.4 Governance arrangements

A short CV from each member of the management committee, board of trustees, management board or team (as applicable). Applicants should describe any previous experience of managing a group or organisation with volunteers, and describe any previous experience of managing funds or fundraising, or any other relevant experience. Detailed governance, accountability, policies and procedures required by the end of stage 3.

8.5 Ideas

Applicants should outline their ideas for running the library. Co-delivered library applicants should give close consideration to the library principles described in section 6. We would welcome innovative ideas about delivering the service and we will not be prescriptive about this as long as it meets the key principles and standards outlined in sections 2 and 3.

8.6 Financial plan

This should outline any income generation or fundraising plans including what income raised will be spent on (please see section 4.4). This should include how, if applicable, the ideas described in section 8.5 will be funded.

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9 Assessment of initial business plans

Initial business plans must be submitted by 10th January 2014 at the very latest.

Assessment of the plans will include:

- An interview/discussion with the applicant
- A consideration of viability asking the following questions:
    - Does the applicant have sufficient number of volunteers (or other arrangements) to enable the library to open as described in section 4.3?
    - Does the applicant have clear proposals (if applicable) for recruiting, managing and supporting volunteers, and is this within the capacity and skills of the applicant to deliver?
    - Are the applicant's ideas for the future delivery of the library viable, do they meet the library principles, and do they meet the needs of the community?
    - Can stage 3 business plan requirements be operational by June 2014?
    - Is the financial plan realistic and achievable?

The Council is currently deciding how it will evaluate the business plans. However the Council can confirm the consideration of business plans will be made against criteria defined by the outcome of the consultation process. This will ensure that the selected solution aligns with the needs and wants of local communities. The Council will confirm in due course the scope of the evaluation criteria once the outcome of the consultation process is known.

Once the Business plans have been assessed applicants will be notified of the outcome by SCC. For independent libraries, the plans will be assessed and leasing arrangements will be determined. It is not envisaged that assets will be transferred, although this does not rule out the possibility.

The outcome of the assessments will inform the final recommendation together with the needs assessment, consultation, and Equality Impact Assessment (EIA). This will be presented to the Council's Cabinet for a decision in February 2014. If there are any significant or fundamental changes, a re-assessment of the processes and timescales in this guidance pack will be required and applicants informed.

It should be noted that all business plan preparation is at the risk of applicants, and SCC will not accept any liability for any costs incurred by applicants. SCC will support groups in developing business plans (within the resources available), run information workshops and signpost to free sources of information and advice.

10 Developing a final business plan – stage 3

Pending the outcome of the Council's cabinet decision February 2014 all groups with viable business plans will be notified of the agreed way forward which could involve moving to stage 3 of the business planning process.

10.1 Stage 3 process for co-delivered and community run libraries

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Co-delivery partners will be required to submit a stage 3 business plan as follows:

- Detailed governance arrangements. This will include selection of the governing body, terms of office, role descriptions, how decisions will be made etc.
- Library operational processes. SCC library service staff will be available to support groups/organisations to develop these processes:
- Library opening and closing arrangements
- Library service that reflects the local community
- Security (for building, staff, users, data)
- Data protection procedures re access to user records
- Managing book and material loans – procedure, training
- Managing reserved stock
- Customer service
- Safeguarding procedures for children and vulnerable adults
- Linking into local and national initiatives, activities and programmes
- Risk assessment and mitigation
- Links to hubs and on-going support arrangements from SCC
- Operational processes for any additional complimentary activity
- Description of complimentary activity and its impact on the library service (benefits and drawbacks)
- Description of how the complimentary activity will be managed and resourced.
- Financial management plan
- Income generation and fundraising plan (if applicable).
- Financial accountability procedures
- Latest financial accounts (if applicable)

SCC will continue to support co-delivery partners in developing the stage 3 business plan as described in section 7.

A stage 3 business plan should be submitted for approval by the end of June 2014.   If the plan is approved (at any time up to the deadline), SCC will liaise with the co-delivery partner to plan the transitional arrangements, leading to a new co-delivered library service. If the business plan is not approved before the deadline this may result in the closure of the library on either a temporary or permanent basis.

10.2 Stage 3 for Independent libraries

Following approval at stage 2, groups/organisations will liaise with SCC in negotiating a lease or other contractual arrangement for use of the library property or space, the outcome of which cannot be guaranteed. It may be useful for independent libraries to consider developing a more detailed business plan as set out above for co-delivered libraries.

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It is anticipated the assessment process for independent libraries may differ slightly from the co-delivered libraries because the Council will be placing less restrictions on independent libraries in respect of things such as opening hours. As stated above the Council is currently considering how the evaluation process will be undertaken for both co-delivered and independent libraries and will confirm this in due course.

Library Review Consultation Results
Home Library Service

Libraries, Archives and Information Services

Sheffield City Council

January 2013

This report presents the findings of the consultation *'Have your say on Sheffield's library service – Home Library Service'* and sets out what users of the Home Library Service told us. This was a shorter, additional survey with questions that were designed specifically for Home Library Service users

It is worth noting that not everyone who completed a survey completed all the questions. The percentage calculations which relate to the quantitative questions are based on the total number of people who completed the survey which is 189, and referred to as survey respondents. The final question in the survey gave respondents the opportunity to add further ideas, suggestions and comments.

The first question in the survey asked respondents for their home postcode and for this reason, the reports begins with the results from question 2.

Question 2 - When would you most want the Home Library Service to visit you?

Out of the 189 people who completed the survey, 177 people (94%) answered the question *'When would you most want the Home Library Service to visit you'*.

Delivery time	Score	%
Monday am	45	
Tuesday am	49	
Wednesday am	34	
Thursday am	50	55.91%
Friday am	30	
Saturday am	10	
Sunday am	9	
Monday pm	39	
Tuesday pm	24	
Wednesday pm	36	
Thursday pm	30	40.14%
Friday pm	21	
Saturday pm	7	
Sunday pm	6	
Monday eve	2	
Tuesday eve	2	
Wednesday eve	2	
Thursday eve	3	3.69%
Friday eve	5	
Saturday eve	1	
Sunday eve	0	
Monday late	0	
Tuesday late	1	
Wednesday late	0	
Thursday late	0	0.24%
Friday late	0	
Saturday late	0	
Sunday late	0	

The results show that mornings are the preferred time for the Home Library Service to visit its users with over 55% of respondents choosing this option. To break this down further, weekday mornings are more popular than weekend mornings with just over 51% of respondents choosing this option and only 4% choosing weekend mornings. The second preferred time for visits is during the afternoon and 40% of respondents chose this option. In general, there is little preference for this service to deliver at any time during the weekend (around 8%).

Question 3 – What is most important to you in the Home Library Service?

84 people (44%) responded to this question.

Number of visits per month (score)	Range and quality of books and other materials (score)	Library staff you know (score)	How long staff can stay (score)	Other specified (score)
242 (21.5%)	383 (34%)	292 (25.9%)	207 (18.4%)	0 (0%)

Based on the 84 people who responded to this question, the results show that the 'range and quality of books and materials' is considered to be most important with 34% choosing this option. This is followed by having 'library staff that they know' with nearly 26% of respondents choosing this.

In addition, there were 7 free style comments provided in this section of the survey that were not ranked but show a general satisfaction for the service and staff.

"Fantastic service, marvellous staff, leave well alone until you have had some of looking at four walls you will not realise how important this service is to such as us"

"the service is a good thing for disabled persons"

"not being scared of dogs"

"knowing the staff"

"I love my books all the girls that bring them are lovely and kind would miss them if the service was stopped"

"am quite satisfied as things are at present"

"Library Staff"

Question 4 – Ideas for the future

The demand for the Home Library Service is growing but limited funding means that we need to look at new ways of working to meet the need. The Home Library Service could deliver to more people by using volunteers, or working in partnership with Adult Social Care services or voluntary organisations. The survey therefore asked respondents *'What do you think of these ideas?'.* 180 people (95%) responded to this question.

Idea description	I like this idea ☺ (score)	I don't like this idea ☹ (score)	I'm not sure (score)
Volunteers can help library staff as they do their rounds delivering books and materials in the library service delivery van.	96 (20.1%)	55 (11.5%)	24 (5%)
Volunteers (using their own transport) can work with a local library service to deliver books and other materials, particularly to people who live in remote areas.	44 (9.2%)	82 (17.1%)	27 (5.6%)
Many Home Library Service users have health and care workers who visit them on a regular basis. **Some health and care services may be able to deliver library books and other materials when they visit.**	31 (6.4%)	84 (17.6%)	34 (7.1%)

Of the 180 respondents to this question, approximately 20% like the idea of volunteers helping library staff to deliver books and materials and around 17% of respondents do not like the idea of volunteers delivering books with their own transport or linking with health and social care. Nearly 18% of respondents were 'not sure' about any of these ideas.

Question 5 – Any other comments

56 respondents (30%) left additional comments, ideas and suggestions and 83 comments were received. The table below shows the general themes for the comments received:

Comment – key theme	Responses
Like the current staff, helpful, trustworthy, friendly	22 (27%)
Like the current service as it is/no change	30 (36%)
Look forward to the delivery/vital service	7 (8%)
Concerns over volunteers - security, getting to know them, reliability	8 (10%)
Selection of books and materials	9 (11%)
Other e.g. general concern for staff, unable to visit a library building, suggestion of 6 week delivery as an alternative.	7 (8%)

Although only 30% of all survey respondents chose to leave additional comments, those received emphasise a general satisfaction with the staff and how the service is currently run. There is some concern over introducing

volunteers (10%) and 8% of respondents commented on how vital the service is to them.

The full range of comments received is listed below. Please note that some respondents left several comments which may fall within more than one category:

The people who deliver my books are fantastic. They go over what I think is their remit. Not only do they deliver the books they find time to talk about books but take time to ask after my welfare and have natters about all sorts. Please do not change the ladies!
Always look forward to seeing any of your staff all been so pleasant and helpful
I would like things to stay as they are if at all possible please
I prefer the service as it is
I prefer my books to be delivered as they are
More up to date DVDs new ones are released shortly after a film is shown and advertised however any requests for such topical material fails money is tight but can be diverted to help housebound people enjoy topical issues before they age!
I have always gone to my library but owing to illness I am unable to go yet and I have been very grateful for this service. Thank you I have used my library 40 years
We are satisfied at present
If volunteers are appointed preferably same each time
I prefer to have trained staff operating the service I have always found them helpful and trustworthy
more personal choice of authors
A Godsend for households
Great service couldn't manage without it
I prefer the library because they know what I like and dislike
I would be concerned that the library staff who call regularly may have hours cut or jobs lost care do not have time to carry books around. Care should be for the caring
I feel the library staff can and do give advice about books they are well qualified to do this which is helpful
Just that as I am nearly 90 and would not like to visit our library
I prefer my library ladies to volunteers I don't think it wise to open my door to just anyone we are all vulnerable at this age and as I am the type who would fight back I wouldn't stand a chance against someone younger. Please keep the people we know and trust.
I think the service should stay as it is because the ladies are very helpful and I wouldn't want different people coming into my home.
I'm very pleased with the home service I like to read
I am not willing to fit in with any one morning visit once a month as I am housebound I am grateful for the service my health is too door for me to help in any way
The present system works very well I don't think health and care working would have the time or capacity to do this - present system/staff are really great
good selection of western books
Would a delivery every six weeks help?
I am quite satisfied with the staff who visit me always very nice pleasant a monthly delivery satisfactory to me I do now even find home books are badly discoloured and CD's quite old and actually not worth using. Also the books I sometimes receive are not authors I have requested although I made a list out of my choice which seem to be ignored I do not want strange people coming to visit me
Very happy with the service
I can't think of how they could do their job any better than they already do try more than I understand what section 4 means by volunteers bringing often materials do you imply they shop

as well!
These people would not like this idea as in some cases they already have more than enough to do
I am hoping that the lovely girls who bring books will continue to do so I am not good with strangers visiting my home and volunteers could be anyone and different every time I am quite worried that this could happen
instead of a variety of books me personally only like after the war not poor people scratching for a living comical books, not heavy books, out of these only 2 appeal to me sorry
very pleased with my books thank you
I would miss my books and DVDs and like the reliable ladies that bring them, voluntary workers would not be as reliable
from time to time a review of books I would like
annual relisting of interests from library
I enjoy visits by library staff
I like things as they are
being ex RAF bomber command, if possible I would like more books on this subject, if possible lets keep the happy friendly girls we have * * * who will always have a nice word and chat.
I know a few people who use this service without it we would become more isolated than we are now, there are many days when I cannot move and without a book or 2 I would be devastated. one of my main fears is that the mobile library will stop
we are both quite satisfied with the home library service as it is at the moment
happy with the service as it is
the library has always been very important to me and always will be
I am satisfied with the service I already receive staff are very pleasant and helpful
I think its better if the same people come otherwise anyone could come and say they are from the library.
The library staff that visit are very pleasant. I look forward to seeing them.
I cannot think of any suggestions but I do appreciate this service as I am unable to get to a library - too hilly
I am very satisfied with how the delivery is made now, very pleasant, helpful library staff. Regular day and time.
I think the service is very good and I benefit greatly from it. (If large font books were available in several volumes it would help as they are very heavy!)
Grateful for the service!
I have cataracts on both eyes so this service of large print books is excellent for me as I have always loved reading.
Very pleasant and helpful on choosing books if one likes a certain type
I enjoy the friendship of the staff that call now I have known them for a number of years.
I am sure that volunteers with their own transport could help the regular staff but they would need to wear some type of ID. I don't have a care worker calling on me. I wish I could help you in some way but am not very mobile; I can walk a short distance but only with the aid of a stick.
I am extremely grateful for the present excellent service
The service is great. don't change it
It's a lifeline, cannot do without this service. Enjoy the visits. I only like the ladies who visit to keep coming as they have become like friends to me and nothing is too much trouble for them. It is an important part of my life. I am partially sighted and it is a comfort to me that I can recognise the people who visit me.
make sure their call is heard and give time to enable resident to get to door

Profile of respondents

<u>Gender</u>
Male   14
Female   148
Did not say 37

<u>Considered to be disabled</u>
Yes   124
No   21
Did not say 44

<u>Age</u>
40-64 yrs   5
65-80 yrs   25
80+ yrs   123
Did not say 36

<u>Ethnicity</u>
White English/Welsh/Scottish/British/N.Irish   168
Mixed dual heritage   1
Did not say   20

Next steps

Proposals for the future of the library service will be developed in the near future and will give due consideration to the consultation results, Library Review outcomes, needs analysis and budget outcomes. At this stage, no decisions have been made on the future of the library service; however it is likely that some small scale service improvements highlighted by the survey will begin.

In order to formulate proposals for the future, we will consider the outcomes of this survey, the results of the city wide survey which received 6037 responses and what we have learned from research and visits to other local authorities.

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1. SCC only support SCC run libraries
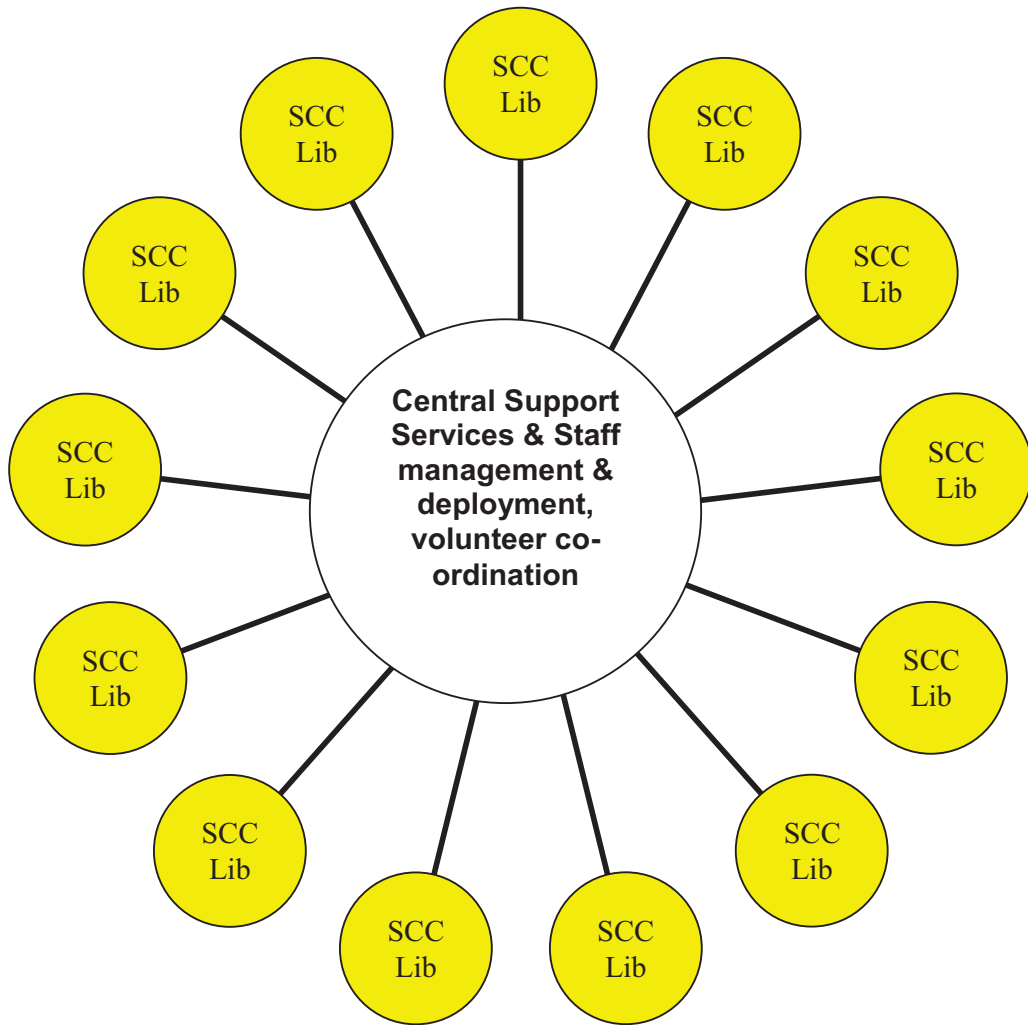
Model 1
SCC only support SCC run libraries

- Only support SCC libraries. Staffing and resources would remain basically the same. E.G. Less 10%. There may be additional support from volunteers to enhance services.
- All libraries not to be SCC run would be closed.

Model 1 SWOT

Strengths	▪ Libraries remain part of the main libraries network ▪ Service standards are maintained ▪ Financial savings in terms staff/management costs ▪ Financial savings in terms of buildings, running costs, materials
Weaknesses	▪ Slimmed down service with some closures ▪ Staff redundancies due to closure ▪ Will not achieve the budget savings required – more cuts will be needed across the service (including Community Libraries) ▪ Less libraries means less income generated ▪ Leaves little opportunity to enhance services – delivery would more or less stay the same ▪ Limits the opportunities to work with partners in the voluntary/community sector
Opportunities	▪ Some buildings could be sold which would generate income for SCC (but not library service) ▪ Utilise the Mobile Service in order to bridge the gap ▪ Volunteers to 'enhance' the work of paid staff ▪ Community Right to Challenge – some libraries up for closure could be saved in the short term
Threats	▪ Some users may need to travel further to get to their library ▪ Library usage may decrease ▪ Financial ability to maintain remaining libraries if more cuts are imminent - not sustainable in the long term ▪ Assets – threat that we cannot get out of long leases and tied in to paying for buildings after closure ▪ Would not rule out future threat of library closures ▪ The wrong libraries close and we face legal challenge (important to have robust needs analysis) ▪ More and more libraries close and we are not able to fulfil the 1964 act to provide an efficient library service ▪ Campaigns/protest against closure – threat of Judicial Review? ▪ Cost of developing/delivering outreach work in areas with no library provision

2. SCC oversee all libraries in the city, both SCC run and Community run
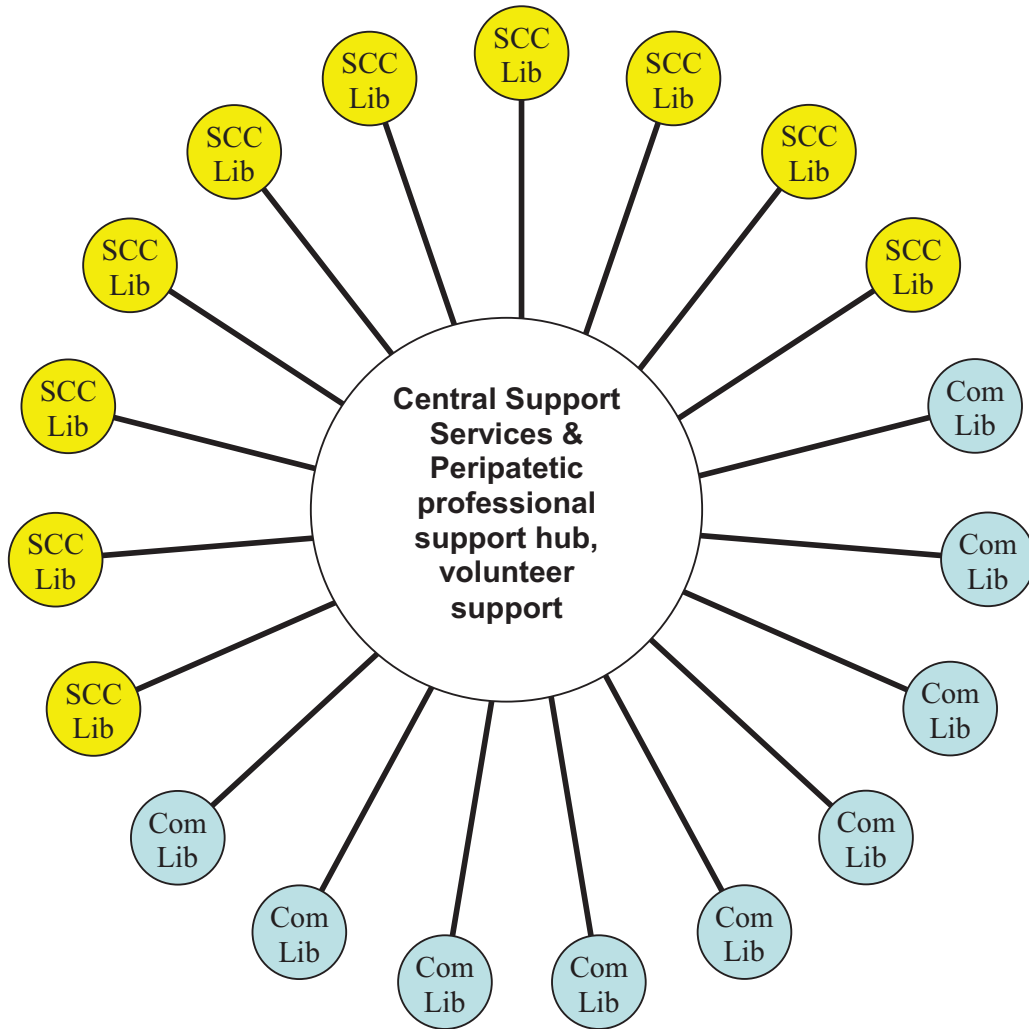
Model 2 description
SCC oversee all libraries both SCC run and community run libraries.

- Community run libraries will have a service level agreement where they agree to quality
- standards and targets, manage the library building and manage volunteers.   In return the community group will have the building running costs paid by SCC, and access to central support services (book stock and other materials, computer maintenance, People's Network, online catalogue and member records, training for volunteers.
- SCC run libraries will be similar to what they are currently. Some jobs may be re-designed, there may be fewer staff. Volunteers will be used to enhance the service not replace staff in these libraries.
- Community organisations running the libraries would need to have sufficient capacity to manage SLA contracts and manage volunteers.

Model 2 SWOT

Strengths	- No library closures - Community managed libraries remain part of the libraries network - Support package is appealing to community groups/organisations - Service standards are maintained via Service Level Agreement - Volunteers trained by experienced library staff - Library staff support community managed libraries on day to day basis (buddying system) - Library users are not affected in the long term by change in management of libraries - All income generated (SCC or by community) is invested back in to libraries - Sustainable in the long term if community groups embark on an agreement to deliver library service for X number of years - Financial saving – management cost/staff reductions
Weaknesses	- Support package is of financial cost to SCC - Would not rule out future threat of library closures - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole
Opportunities	- Potential for opening hours to increase across community managed libraries - Enables additional services to be delivered alongside the library provision - Community organisations can access funding that the Council cannot - More scope for volunteers to become involved - Community empowerment
Threats	- The library provision becomes secondary in some cases - Library users experience a decline in the level of service and expertise delivered - Community groups pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back - Only sustainable if community groups embark on a long term agreement to deliver library service - Challenge of changing the perceptions of campaigners/ protestors against cuts - Failure to negotiate the right package with community organisations/groups - Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc) - Culture change

3. Volunteer Support run by external organisation
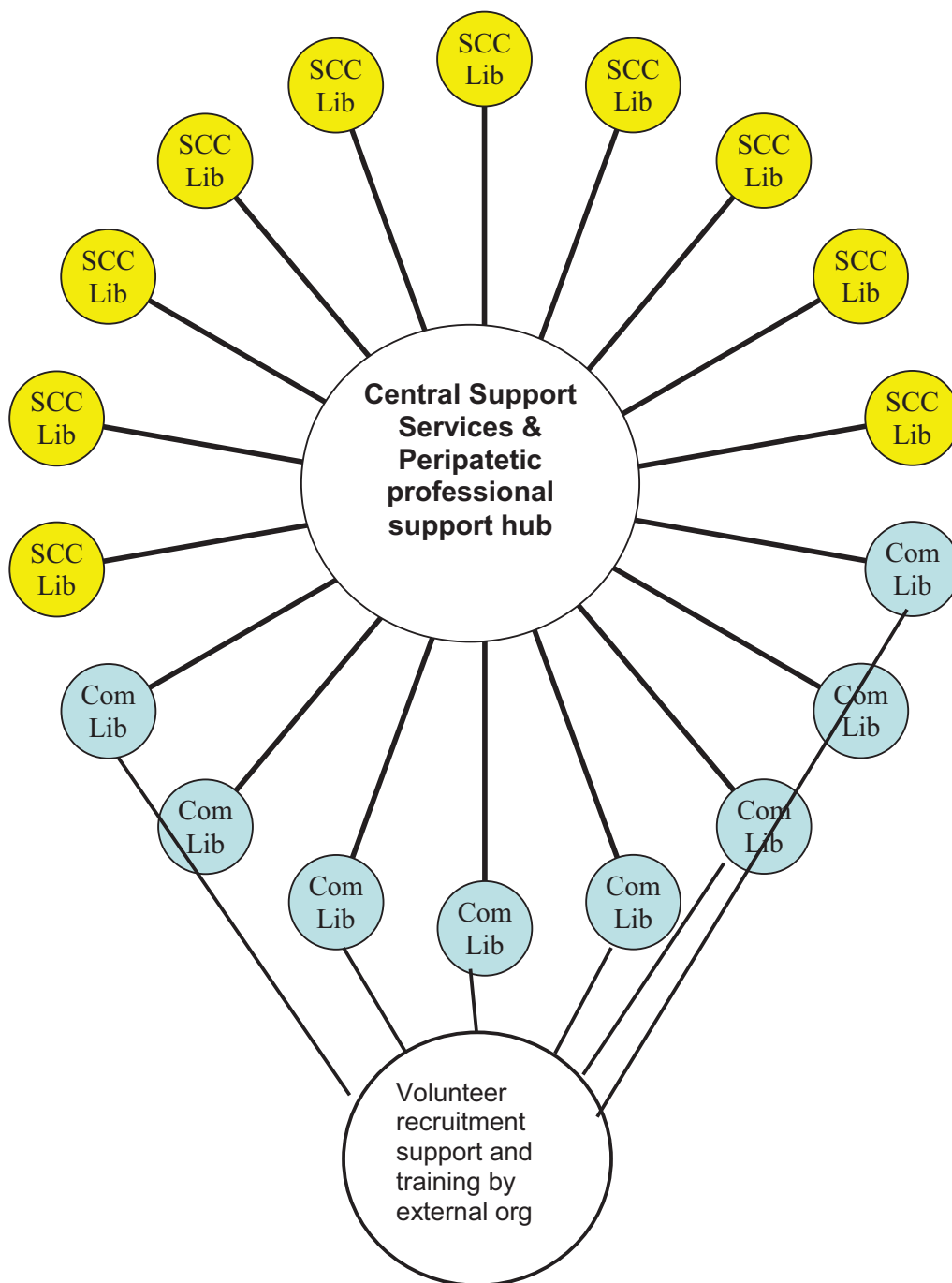
Model 3 description
Volunteer Support run by external organisation

- As model 2, but volunteer recruitment, co-ordination, training and support undertaken by an external organisation for all the community run libraries.
- This would be more suitable where the community groups running the libraries have low capacity and little experience with volunteers.
- SCC would contract with the external organisation to provide this service.
- SCC would still need to be involved in and provide some resources for training.
- The external organisation would be responsible for paying any volunteer expenses.

Model 3 SWOT

Strengths	▪ No library closures ▪ Community managed libraries remain part of the libraries network ▪ Support package is appealing to community groups/organisations ▪ No strain on staff resources to deliver training, support and volunteer recruitment - co-ordinated by an external organisation ▪ Service standards are maintained via Service Level Agreement ▪ All income generated (SCC or by community) is invested back in to libraries (is this correct?) ▪ Sustainable in the long term if community groups embark on an agreement to deliver library service for X number of years ▪ Financial saving – management cost/staff reductions
Weaknesses	▪ Support package is of greater financial cost to SCC than model 1 ▪ Would not rule out future threat of library closures ▪ Staff redundancies ▪ Additional cost implications of getting external organisation manage training, support and recruitment function ▪ Dependent upon external organisation to deliver training and support ▪ Will not achieve the budget savings required – more cuts will be needed across the service as a whole ▪ Library users may affected by change in management of libraries due to level of training received ▪ Less control for the Council
Opportunities	▪ Potential for opening hours to increase across community managed libraries ▪ Enables additional services to be delivered alongside the library provision ▪ Community organisations can access funding that the Council cannot ▪ More scope for volunteers to become involved ▪ Community empowerment ▪ External organisation may encourage volunteers to help in SCC libraries as well – to enhance ▪ Opportunities to learn from external organisation
Threats	▪ Standard of training and support is difficult to determine if being co-ordinated by an external organisation ▪ Training may not be refreshed regularly enough ▪ Money runs out to offer support delivered by external organisation resulting in increased pressure on staff resources ▪ The library provision becomes secondary in some cases ▪ Library users experience a decline in the level of service and expertise delivered ▪ Community groups pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back ▪ Only sustainable if community groups embark on a long term agreement to deliver library service ▪ Challenge of changing the perceptions of campaigners/ protestors against cuts ▪ Failure to negotiate the right package with community organisations/groups ▪ Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc) ▪ Culture change

4. SCC only financial support SCC libraries, but allow communities to take over closed libraries.
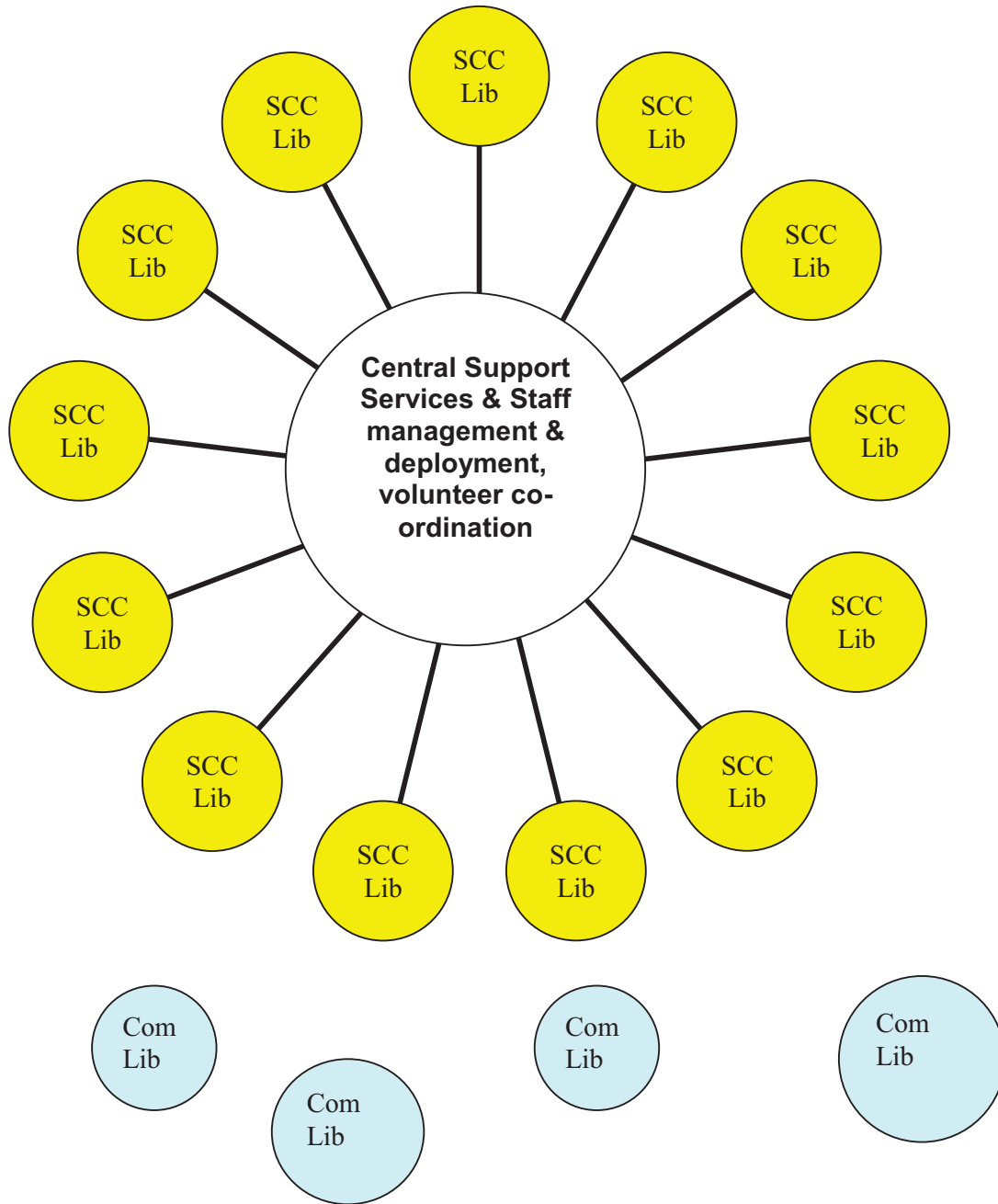
Model 4 description
SCC only financial support SCC libraries, but allow communities to take over closed libraries.
- SCC only resource SCC libraries
- Communities allowed to take over the running of library buildings and retain some element of a library service. SCC will not replenish book stock, or allow access to the book catalogue or peoples network or RFID's. Ad hoc professional advice at discretion of SCC.

Model 4 SWOT

Strengths	- Maintains current number of libraries - No strain on staff resources to deliver training, support and volunteer recruitment - No cost to the Council - Financial savings in terms staff/management costs - Financial savings in terms of buildings, running costs, materials - SCC library staff provide ad-hoc professional advice
Weaknesses	- Library closures unless community groups come forward - Community managed libraries would not be part of the library network – no access to catalogues, stock, PN, RFID etc - Would not rule out future threat of library closures - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole - Loss of income generation - No control over maintaining standards in community managed libraries
Opportunities	- Potential for opening hours to increase across community managed libraries - Enables additional services to be delivered alongside the library provision - Community organisations can access funding that the Council cannot - More scope for volunteers to become involved - Community empowerment - Library provision may move in to a more suitable building
Threats	- Library users experience a lower quality of service in Community Managed Libraries - Standard and quality of training and support is difficult to determine if being co-ordinated by an external organisation - Library usage may decrease - The library provision becomes secondary (or worse) in some cases - Community groups pull out and no one else wants to take on the library – ultimately the library must close or the Council must take it back - Only sustainable if community groups embark on a long term agreement to deliver library service - Challenge of changing the perceptions of campaigners/ protestors against cuts - Failure to negotiate with community organisations/groups in order to maintain at least a minimum standard - Culture change - Financial ability to maintain remaining libraries (SCC experiences further cuts, utility rates increase etc) - Assets – threat that we cannot get out of long leases and tied in to paying for buildings after closure - Judicial Review??

5. Entire library service transferred to a Trust
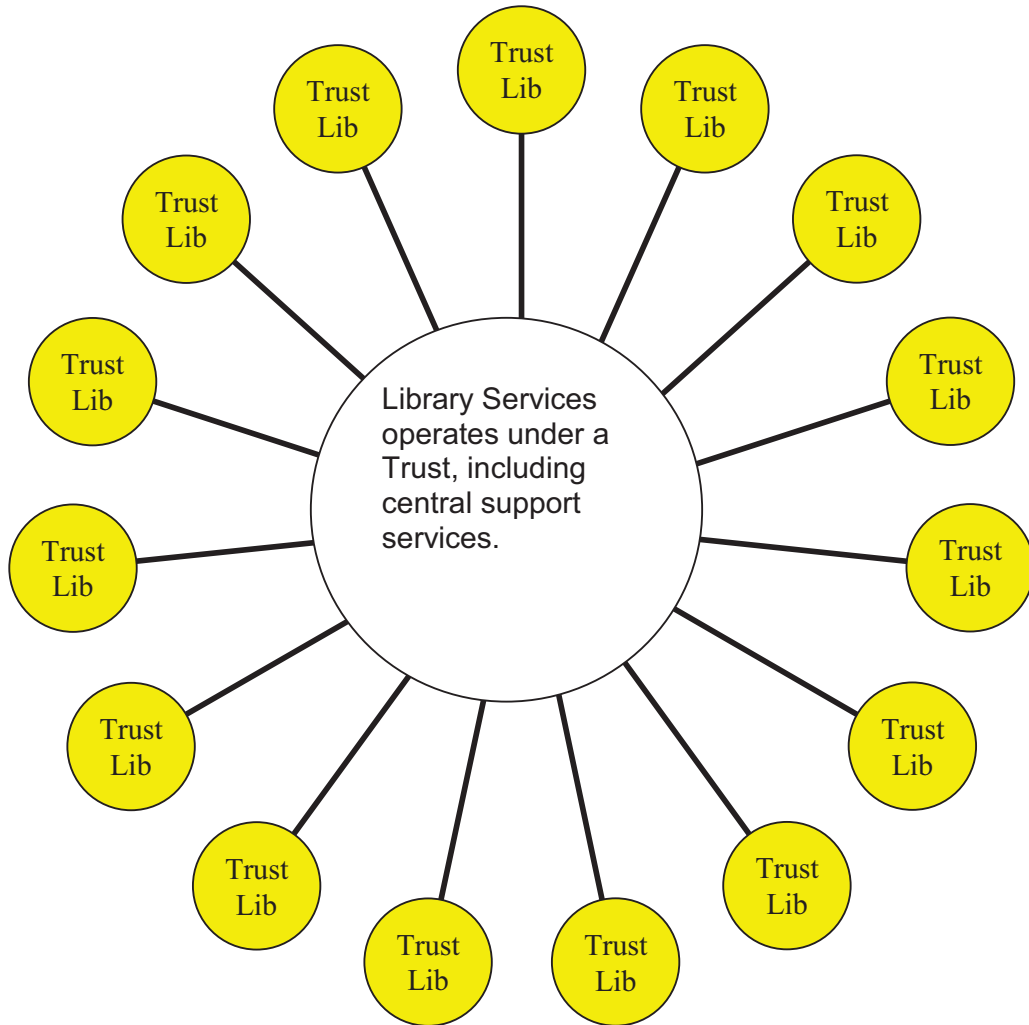
Model 5 description
Entire library service transferred to a Trust

- SCC no longer manages the library service, run by a Trust on Contract with the Council.
- Staff reductions may need to take place before transfer to a Trust.
- Would need strong income earning strategy to take advantage of Trust status.
- Former council tie-ins for rental agreements etc, not valid for the Trust. Needs assessment only would be criteria for keeping libraries open, so would not need to keep very expensive libraries open.

Model 5 SWOT

Strengths	- No library closures - All libraries remain part of the libraries network but operate under a Trust - The library service gains charitable status – more options for external funding - Service standards are maintained - Any volunteers would be trained by experienced library staff - Financial saving – management cost/staff reductions - Library users are not affected in the long term by transfer - Future threat of closure is reduced - Staff reductions can be made prior to the transfer - Mandatory rate relief and VAT breaks - Income generated can be invested back into improving services - Would still receive funding from SCC - Transfer of liability from SCC to Trust does not apply - Protects library services against future LA cuts
Weaknesses	- SCC no longer manages the library service - Would not totally rule out future threat of library closures - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole - May take time to fully establish the organisation - Potential procurement costs - Possible TUPE implications
Opportunities	- The library service gains charitable Trust status itself - An existing Trust delivers library services - Greater flexibility – SCC no longer runs library service - An organisation with charitable status can access funding that the Council cannot - More scope for volunteers to become involved - Potential for increased income generation - As a registered charity would be able to accept donations - Could close some of the more expensive libraries - Greater independence - the Trust would be independent meaning that the board of trustees is a mixture of Councillors and residents - Enables the community to be involved in decision making, making it a trust run by local people for local people - Enables more business-like thinking - Increased opening hours - Volunteers to support service - Increased partnership opportunities - Combined Trust set up for Library service and Museums
Threats	- Culture change - TUPE - Failure to increase income due to weak income earning strategy - Lack of expertise to access external funding (especially if libraries were to set up their own trust) - We do not know what funding would be available in the future and how this will impact on the sustainability of libraries

6. Trust model for community libraries only

Model 6 description
Trust model for community libraries only
- SCC retains central support functions – book stock, book rotation, computer maintenance and support, peoples network, online catalogue.
- Staff reductions may need to take place before transfer to a Trust.
- Former council tie-ins for rental agreements etc, not valid for the Trust. Needs assessment only would be criteria for keeping libraries open, so would not need to keep very expensive libraries open.

Model 6 SWOT

Strengths	- No library closures - All community libraries remain part of the libraries network but operate under a Trust - All library services (except community libraries) remain responsibility of SCC - Financial saving – management cost/staff reductions - Part of the library service gains charitable status – more options for external funding - Service standards are maintained - Any volunteers would be trained by experienced library staff - Library users are not affected in the long term by transfer - Future threat of closure for community libraries is reduced - Staff reductions can be made prior to the transfer - Mandatory rate relief and VAT breaks for Trust - Income generated can be invested back into improving all services ==(would need to check this)== - Would still receive funding from SCC - Transfer of liability from SCC to Trust does not apply - Protects community libraries against future LA cuts
Weaknesses	- SCC no longer manages the entire library service - Would not rule out future threat of cuts/closure in other parts of the service - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole - May take time to fully establish the organisation - Potential procurement costs - TUPE implications
Opportunities	- The library service gains charitable Trust status itself - An existing Trust delivers library services - Greater flexibility – SCC no longer runs entire library service - An organisation with charitable status can access funding that the Council cannot - More scope for volunteers to become involved - Potential for increased income generation - As a registered charity would be able to accept donations (but not service wide) - Could close some of the more expensive community libraries - Greater independence - the Trust would be independent meaning that the board of trustees is a mixture of Councillors and residents - Enables the community to be involved in decision making, making it a trust run by local people for local people - Enables more business-like thinking - Increased opening hours in community libraries - Volunteers to support service - Increased partnership opportunities
Threats	- Culture change - TUPE - Failure to increase income due to weak income earning strategy - Network of community libraries become stronger but further cuts jeopardise other services - Less funding available to support Trust - Services become less joined-up

7. Consortium model for community libraries only

Model 7 description
Multiple Trust or Social Enterprise model for community libraries only

- All community libraries are transferred to trusts or social enterprises who are collaborating under 1 contract.
- Libraries would be run with volunteers and self issue and some paid staff not SCC.
- SCC retains central support functions – book stock, book rotation, computer maintenance and support, peoples network, online catalogue.
- Staff reductions may need to take place before transfer to a Trust.
- Former council tie-ins for rental agreements etc, not valid for the Trust. Needs assessment only would be criteria for keeping libraries open, so would not need to keep very expensive libraries open.

Model 7 SWOT

Strengths	- No library closures - All community libraries remain part of the libraries network but operate under several different Trusts - All library services (except community libraries) remain responsibility of SCC - Financial saving – management cost/staff reductions - Part of the library service gains charitable status – more options for external funding - Service standards are maintained - Any volunteers would be trained by experienced library staff - Library users are not affected in the long term by transfer - Future threat of closure for community libraries is reduced - Staff reductions can be made prior to the transfer - Mandatory rate relief and VAT breaks for Trusts - Income generated can be invested back into improving all services <mark>(would need to check this)</mark> - Would still receive funding from SCC - Transfer of liability from SCC to Trust does not apply - Protects community libraries against future LA cuts
Weaknesses	- Having multiple Trust models could become complex - Multiple Trust models could take longer to negotiate - SCC no longer manages the entire library service - Would not rule out future threat of cuts/closure in other parts of the service - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole - May take time to fully establish the organisation - Potential procurement costs - TUPE implications
Opportunities	- The library service gains charitable Trust status itself to run some of the community libraries - Existing Trusts deliver community library services - Greater flexibility – SCC no longer runs entire library service - Organisations with charitable status can access funding that the Council cannot - More scope for volunteers to become involved - Potential for increased income generation - As a registered charity would be able to accept donations (but not service wide) - Could close some of the more expensive community libraries - Greater independence - the Trusts would be independent meaning that the board of trustees is a mixture of Councillors and residents - Enables the community to be involved in decision making, making it a trust run by local people for local people - Enables more business-like thinking - Increased opening hours in community libraries - Volunteers to support service - Increased partnership opportunities
Threats	- Culture change - TUPE - Failure to increase income due to weak income earning strategy - One of the Trusts decides to pull out - Network of community libraries become stronger but further cuts jeopardise other services - Less funding available to support Trust - Services become less joined-up

8. Voluntary Sector Hub

Model 8 description
Voluntary Sector Hub

- Library or other SCC building transferred to a Social Enterprise by Community Asset Transfer or lease on a peppercorn rent. Libraries will be based or retained in the building free of charge or low space rental to the library service.
- The Social enterprise can use the building to run its services and generate income, but will be responsible for running costs and maintenance.
- There is a joint agreement between the Social Enterprise and SCC to train and support volunteers.
- SCC provides book stock & transport, people's network, access to online catalogue, some professional staff support, RFIDs.
- SCC library service would retain the income from fines and charges for CDs etc. Income from room hire would be retained by the social enterprise.
- It is unlikely that there are enough suitable buildings and social enterprises to use this model and maintain a comprehensive library service. It is likely this model would need to work alongside other models.

Strengths	- No library closures - Community managed libraries remain part of the libraries network - Financial savings in terms of buildings, running costs, maintenance (asset transfer) - Joint agreement to train and support volunteers - SCC library service would retain income from fees and charges etc - Support package is appealing to community groups/organisations - Service standards are maintained via Service Level Agreement - Sustainable in the long term if community groups embark on an agreement to deliver library service for X number of years - Financial saving – management cost/staff reductions
Weaknesses	- Income generated from room hire would be retained by social enterprise - Cost of offering support package - Would not rule out future threat of library closures - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole
Opportunities	- Potential for opening hours to increase across community managed libraries - Enables additional services to be delivered alongside the library provision - Community organisations can access funding that the Council cannot - More scope for volunteers to become involved - Community empowerment - External organisation may encourage volunteers to help in SCC libraries as well – to enhance - Opportunities to learn from external organisation - Library staff transfer to social enterprise (TUPE)
Threats	- There are not enough willing social enterprises to make this work - Social enterprise does not gain enough financially from transfer - There are not enough suitable buildings in the city - The library provision becomes secondary in some cases - Library users experience a decline in the level of service and expertise delivered - Community groups pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back - Only sustainable if community groups embark on a long term agreement to deliver library service - Challenge of changing the perceptions of campaigners/ protestors against cuts - Failure to negotiate the right package with community organisations/groups - Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc) - Staff are not transferred to social enterprise – solely run by volunteers

9. Statutory Sector Hub
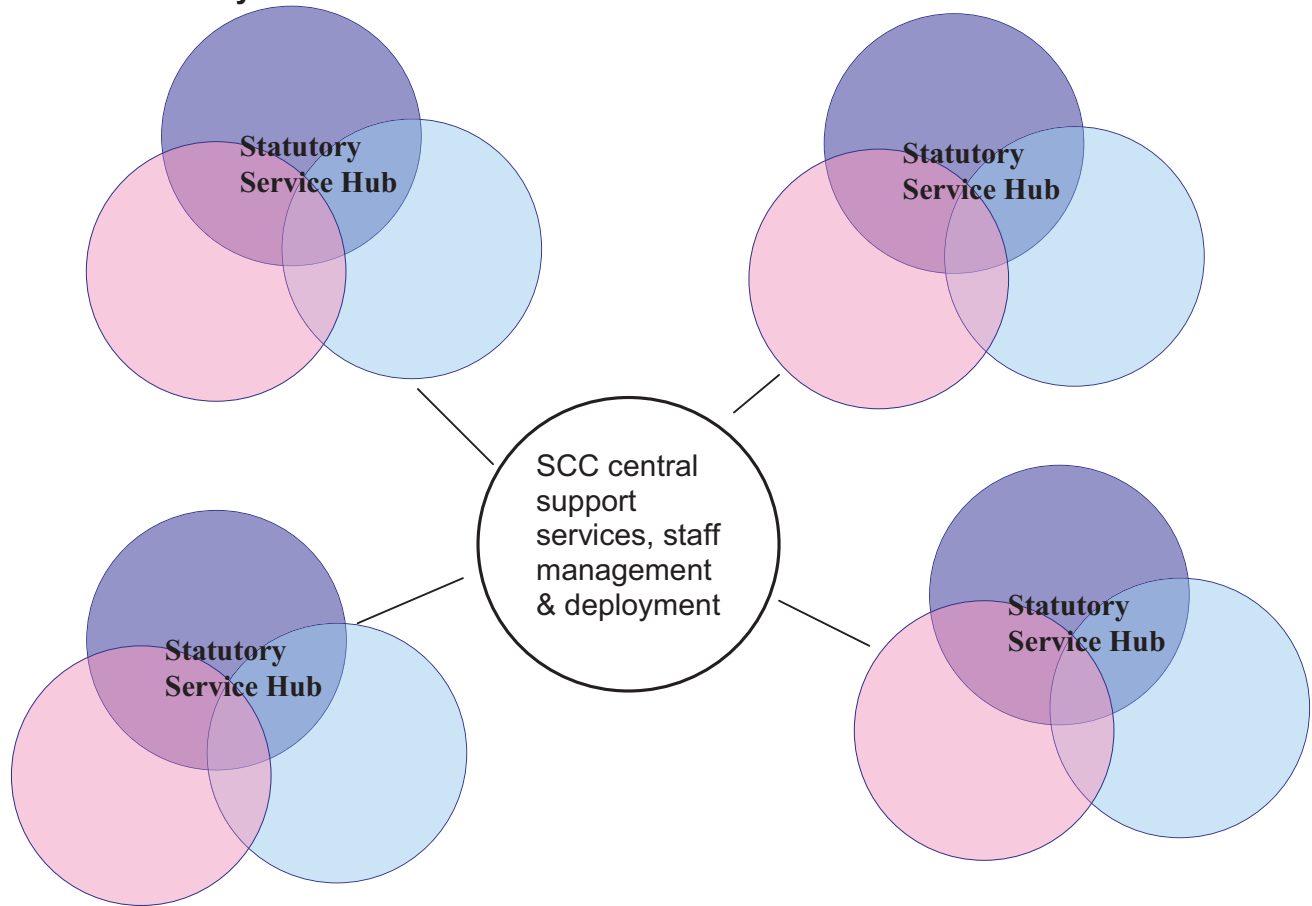
Model 9 description
Statutory Sector Hub

- Service hub run by corporate property from community library buildings. Savings on running costs by sharing the building with other services would be transferred to Corporate Property. Note- this would not be a saving for the library service.
- Library services may incur additional charges to hire space to run activities.
- Some small library spaces may be able to operate with RFID's and minimum of volunteers or staffing, if the building is supervised by other services.
- Statutory hub libraries as defined by the Face to Face given priority for resourcing.
- This model is unlikely to facilitate volunteer run libraries.
- Although there may be increased footfall to the building, the library may have reduced numbers if the library space is reduced.

Model 9 SWOT

Strengths	- Libraries remain part of the main libraries network - Service standards are maintained - Shared buildings will increase footfall - Relocation of some libraries in to more suitable buildings - Co-location of services - Income generated by Corporate Property to be put back in to Capital projects such as Surrey Street Central - Staff less likely to be replaced by volunteers - Supports the Customer First 'Face to Face' hub strategy
Weaknesses	- Could lead to reduced library space in some places - Would not achieve a financial saving for the library service - May incur additional charges through hire of meeting/ community rooms - Does not rule out closure of libraries - Only benefit 13 libraries (Asset Rationalisation project) - Limits the use/development of volunteers
Opportunities	- Increased partnership working - Relocation of libraries could be of benefit to users geographically - Refurbishment - Future opportunities for Capital investment into library buildings - Increased opening hours
Threats	- Less income generated for library service via hire of meeting/community space - Co-location is not complementary to libraries i.e. the wrong partners are involved - The library becomes a secondary provision - Disputes with partners over running of the building – need agreement in place - Needs Assessment is overlooked - Relocation of libraries may mean some users have to travel further to get to their library - Library usage may decrease - Financial ability to maintain remaining libraries if more cuts are imminent - Would not rule out future threat of library closures - Implications if library had to pull out due to it no longer being financially viable

10. Private Sector Hub
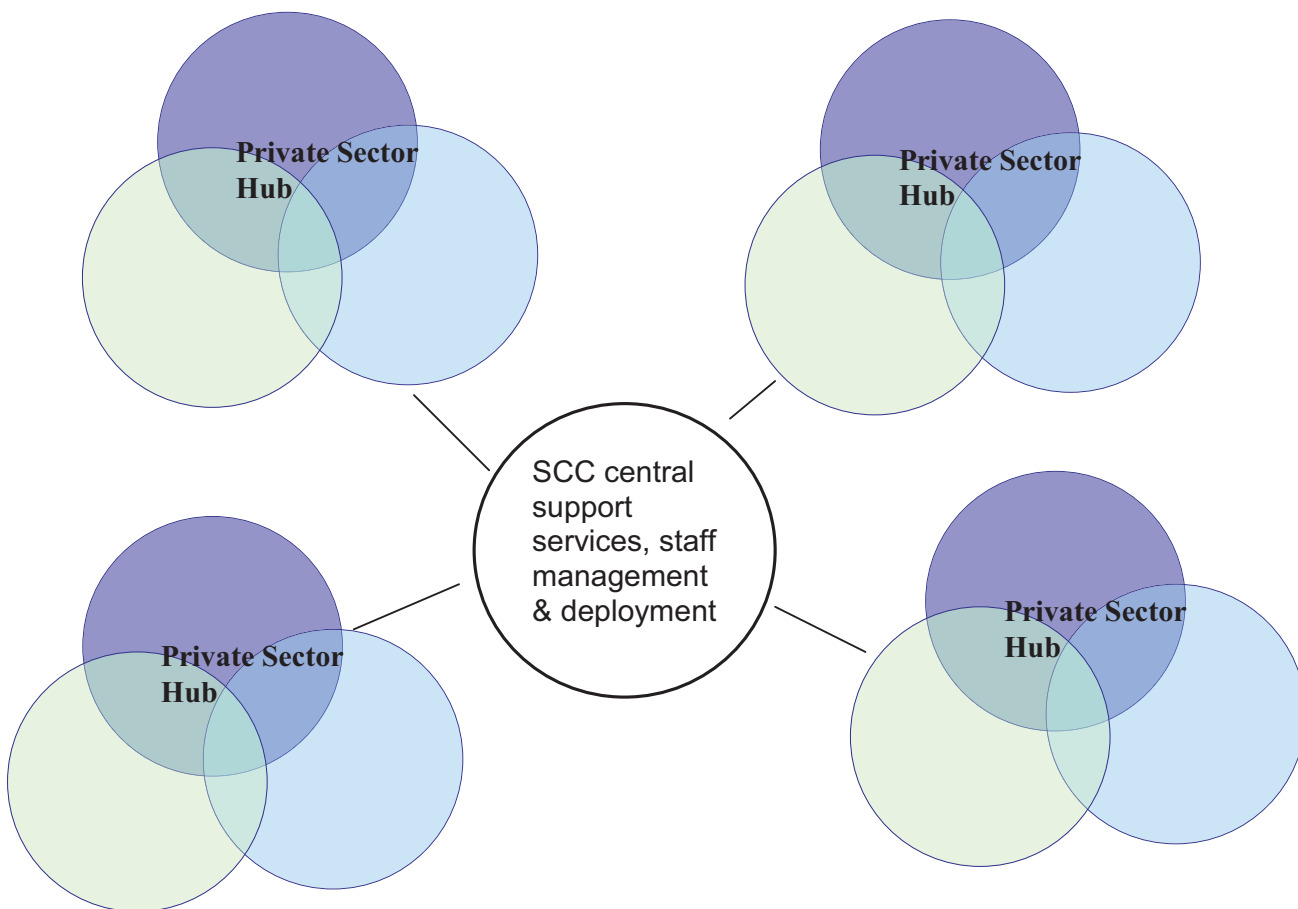
Model 10 description:
Private sector hub

- Service hub run by Private Sector/commercial organisations. Either libraries within the buildings owned by the commercial organisation, or they purchase/take over library buildings but maintain space for a library service. The library service would have running costs (energy maintenance) covered by the private sector organisation. There may be a charge for the space used at market rates, depending on the terms of the transfer.
- The Council would benefit from sale of a building but not the library service.
- Library services may incur additional charges to hire space to run activities.
- It is unlikely that there will be sufficient suitable buildings and private sector organisations to sustain this model. It may be part of a range of models.
- Although there may be increased footfall to the building, the library may have reduced numbers if the library space is reduced.

Model 10 SWOT

Strengths	- Libraries remain part of the main libraries network - Service standards are maintained - Financial saving – running costs - Financial saving – management cost/staff reductions
Weaknesses	- Reduced/slimmed down library provision - SCC will benefit from the sale of any buildings but the library service will not - Does not rule out closure of libraries - Staff redundancies due to 'slimmed' down service - Cost implication if have to pay market rate for rental of space
Opportunities	- Private/commercial sector purchases library buildings and SCC lease the library space - SCC leases the building to the private/commercial sector - Increased footfall - Libraries are run more like a business - Refurbishment/redevelopment of libraries - Increased opening hours - Deliver Private sector hub model on a small scale rather than across all community libraries
Threats	- Less community space within library could result in decreased income generation - Less community space within library could result in fewer activities and events being held - The private/commercial partner does not want to retain library provision in the long term - The library becomes a secondary provision - Needs Assessment is overlooked - Library usage may decrease - Would not rule out future threat of library closures - Implications if library had to pull out of support package due to it no longer being financially viable - There is an insufficient number of private sector organisations interested in this model

11. Mixed Hub Model
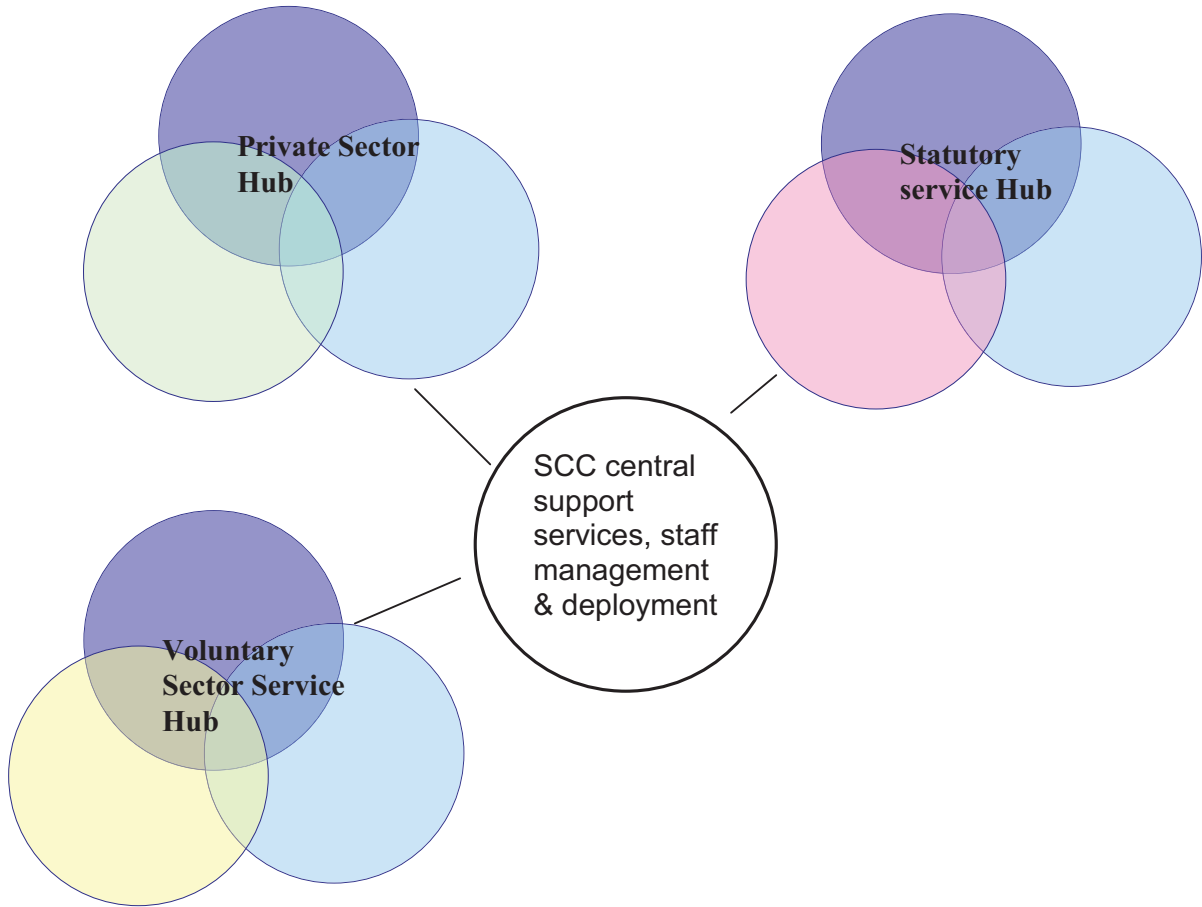
Model 11 description
Mixed Hub Model
- Enabling mixture of hub models
- All building management and maintenance would be the responsibility of organisations external to the council (if allowed by Corporate Property).
- Would need strong service level agreements to ensure the service is not sidelined, moved, given reduced space, given significant rental increases etc.
- Although there may be increased footfall to the building, the library may have reduced numbers if the library space is reduced.

Model 11 SWOT

Strengths	- No library closures - Community managed libraries remain part of the libraries network - Some financial savings in terms of buildings, running costs, maintenance (asset transfer) - Financial saving – management cost/staff reductions - Building management and maintenance would be responsibility of external organisations - Joint agreement to train and support volunteers - Support package available - Service standards are maintained via Service Level Agreement - Shared buildings will increase footfall - Relocation of some libraries in to more suitable buildings - Co-location of services - Income generated by Corporate Property to be put back in to Capital projects such as Surrey Street Central - Partially supports the Customer First 'Face to Face' hub strategy
Weaknesses	- Complex model with lots of partners involved – difficult to manage - Will only work if strong SLA in place - Income generated from room hire would be retained by external organisations - May incur additional charges through hire of meeting/ community rooms - Financial cost of support package - Would not rule out future threat of library closures - Staff redundancies - Will not achieve the budget savings required – more cuts will be needed across the service as a whole - Could lead to reduced/slimmed down library space in some places - SCC will benefit from the sale of any buildings but the library service will not - Cost implication if have to pay market rate for rental of space
Opportunities	- Potential for opening hours to increase across community managed libraries - Enables additional services to be delivered alongside the library provision - Community organisations can access funding that the Council cannot - More scope for volunteers to become involved- community empowerment - External organisation may encourage volunteers to help in SCC libraries as well – to enhance - Opportunities to learn from external organisation - Possible transfer of library staff (TUPE) – would reduce redundancies - Increased partnership working - Relocation of libraries could be of benefit to users geographically - Future opportunities for Capital investment into library buildings - Increased opening hours - Private/commercial sector purchases library buildings and SCC lease the library space

	▪ SCC leases the building to the private/commercial sector ▪ Increased footfall ▪ Some libraries are run more like a business ▪ Refurbishment/redevelopment of libraries	
Threats	▪ There are not enough willing external partners interested in making this work ▪ There are not enough suitable buildings in the city ▪ The library provision becomes secondary in some cases ▪ Library users experience a decline in the level of service and expertise delivered ▪ Partners pull out and no one wants to take on the library – ultimately the library must close or the Council must take it back ▪ Only sustainable if partners embark on a long term agreement to deliver library service (i.e. external partner does not want to retain library provision in the long term) ▪ Challenge of changing the perceptions of campaigners/protestors against cuts ▪ Financial ability to maintain support package (SCC experiences further cut, utility rates increase etc) ▪ Staff are not transferred – solely run by volunteers ▪ Co-location is not complementary to libraries i.e. the wrong partners are involved ▪ Disputes with partners over running of the building – need agreement in place ▪ Needs Assessment is overlooked ▪ Relocation of libraries may mean some users have to travel further to get to their library ▪ Library usage may decrease ▪ Financial ability to maintain remaining libraries if more cuts are imminent ▪ Would not rule out future threat of library closures ▪ Less community space within library could result in decreased income generation ▪ Less community space within library could result in fewer activities and events being held ▪ The library becomes a secondary provision	

12. Education link model
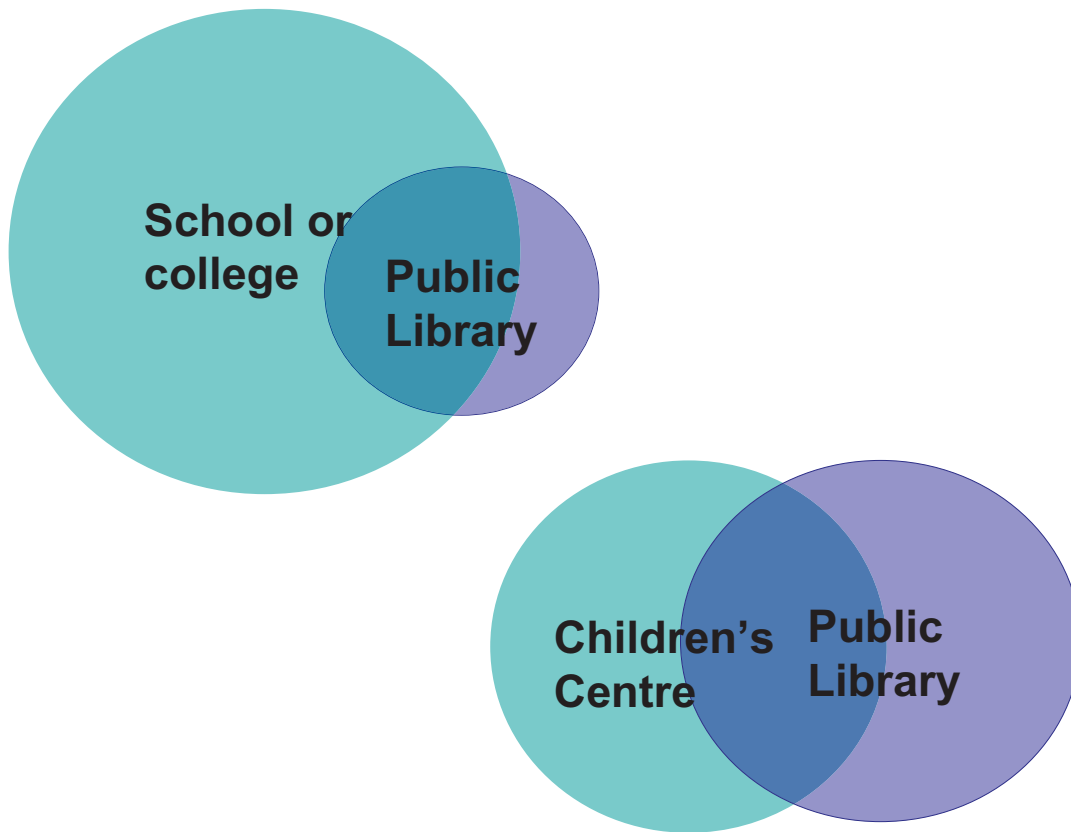
Model 12 Description
Education Link Model

- Libraries would be co-located within education establishments.
- Where libraries are within schools, the school is responsible for running the library with central support services from SCC library service.
- Where libraries are co-located with children's centres, there would be merging of services and activity to avoid duplication – creating a new offer for children different to a distinct library or children's centre.
- It is unlikely that this model could be replicated across the city, therefore this model would need to work alongside other models.

Model 12 SWOT

Strengths	- Libraries under the education model remain part of the libraries network - Co-location with education establishments - Increased children's offer - Shared building/maintenance costs due to co-location - Library service to offer advice and expertise - Would attract more young people into libraries - Retains (some) trained library staff
Weaknesses	- Financial cost of providing central support services - Would not rule out future threat of library closures - Small financial saving to library service - Replication of model city wide unlikely - would need to be implemented alongside other models - Dual use has not worked well in Sheffield in the past in either Primary and/or Secondary - Possible redundancies?
Opportunities	- Increased footfall - Attract new users - Increase literacy - Stronger partnerships with schools and/or Children's Centres - School library model pilot - Volunteers – pupils to help run libraries (linked to accreditation) - Given the right 'ingredients' a dual use library could work
Threats	- Safeguarding - Decreased footfall - Attracts young people but not adults - Reputation - Announcement of opening new public library in a school following the closure of a community library - Accessibility issues - Impact of cuts to Children's Centres - Public library joined to a school is not viable – ultimately becomes a school library - Maintaining standards - students volunteering in libraries

13. Technology model
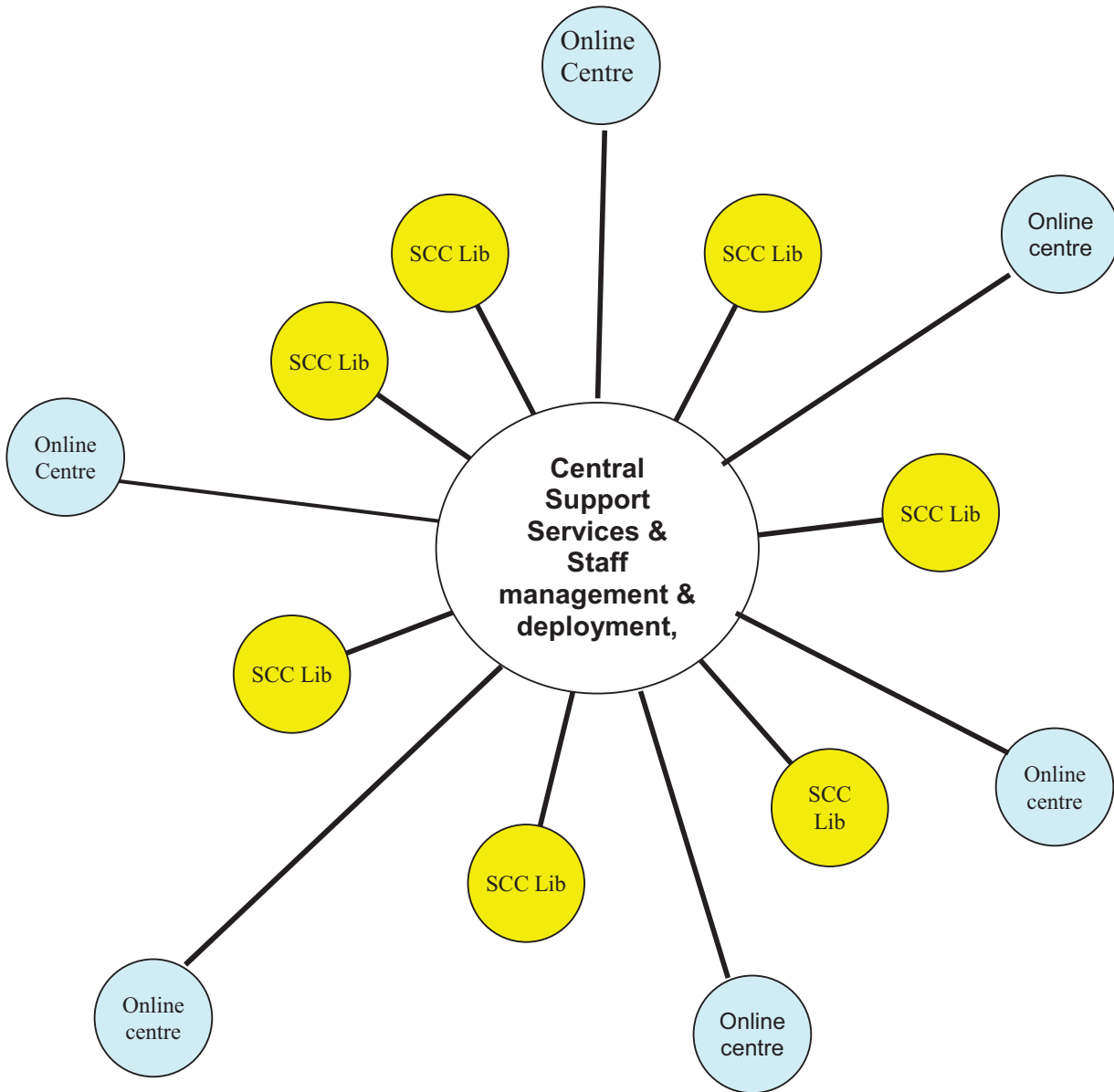
Model 13 Description
Technology Model
- SCC run service
- Less physical library buildings
- Investment in e-books, wifi, improved online catalogue
- Creation of online reservation centres, where people can reserve books online (at the centre or from home) and have them delivered to the centre – this could be a community centre, GP surgery, or other suitable public building. The number of online centres may need to be limited due to capacity of van rounds.

Model 13 SWOT

Strengths	- SCC run service - Library network maintained - Less physical library buildings – cost saving - Enhanced digital/technology offer - Greater access via online reservation centres - Financial savings in terms staff/management costs - Maintains access to books and other materials
Weaknesses	- Cost of enhance digital technology offer - Reliant of service support team - Less library buildings - Loss of expertise from library staff - Some libraries would close - Staff redundancies - Decreased access to other library services e.g. PN, children's activities, baby time - User may need to travel further to access a fully functioning library provision
Opportunities	- More 'convenient' access points e.g. community centres, GP surgery - A more flexible service - Increase usage/membership - Negotiate with partners to take on running of activities – baby time etc - Could work alongside Community investment Programme – but could not be reliant on library buildings - Staff deployment in reservation centres
Threats	- Will only work in those areas with suitable public access buildings - Will only work if enough people are willing to become a reservation centre - Could create a gap in provision across the city - Threat that service delivery no longer meets wider vision - User numbers decrease - Reservation centres pull out – need agreement in place - Financial ability to maintain remaining libraries if more cuts are imminent - not sustainable in the long term - Financial ability to maintain online reservation centres i.e. what happens if this is no longer financially viable but physical library buildings have already been disposed of? –impact ability to delivery efficient library service - Legal challenge - Local campaign groups/Community Right to Challenge

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Appendix J

Libraries Needs Assessment and Priority Calculation

This document explains the data and methodology used to carry out the libraries Needs Assessment and Priority Calculations that informed the choice of the 11 libraries put forward as Hubs for the public consultation exercise.

Following the public consultation and additional queries submitted by members of the public, the data and calculations used in this process have been checked for accuracy. There have been some minor corrections and alterations made as part of this review, however these have not had the effect of altering the 11 libraries selected as hubs (although the precise position of each library within the ranking has changed slightly as a result).

1.0 Needs Assessment

The Needs Assessment consists of two elements – these are considered in detail in the sections below.

- **Use of Library Services**
- **Demographic Need**

The factors included in the 'demographic need' element were given **twice the weight** of those in the 'Use of Library Services' element.

1.1 Use of Library Services

The following factors informed this element of the Needs Assessment for each of the 27 libraries.

1.1.1 Number of registered library users

The number of people registered with each library as at May 2013, who had used the library since 2010.
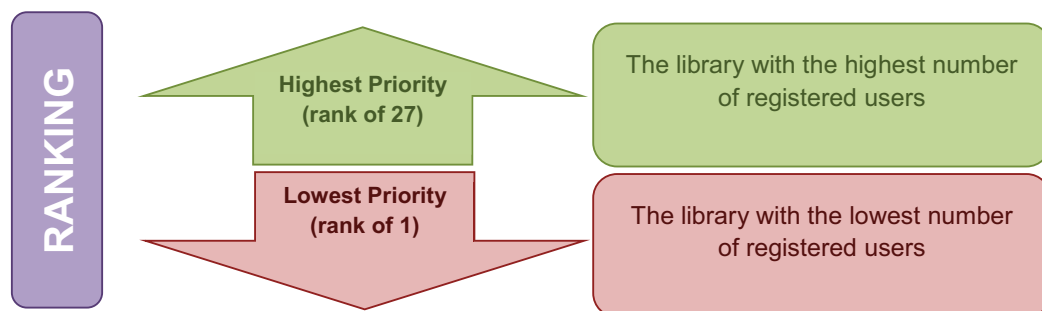
1.1.2 The number of adult registered library users as a proportion of the population local to each library

This percentage was calculated by using the number of adults registered at each library, who had used the library in the two years from April 2010, or who had an outstanding balance to pay, divided by the population aged 18+ living in the catchment area at the time of the 2011 Census.

Registered library users data from 2012 was used in this calculation, as it was the closest available, in terms of when it was gathered, to the date the Census information on population was collated. This provides a more accurate proportion than would be achieved by using more recent registered library user numbers, as we do not have an accurate update on population figures for 2013.
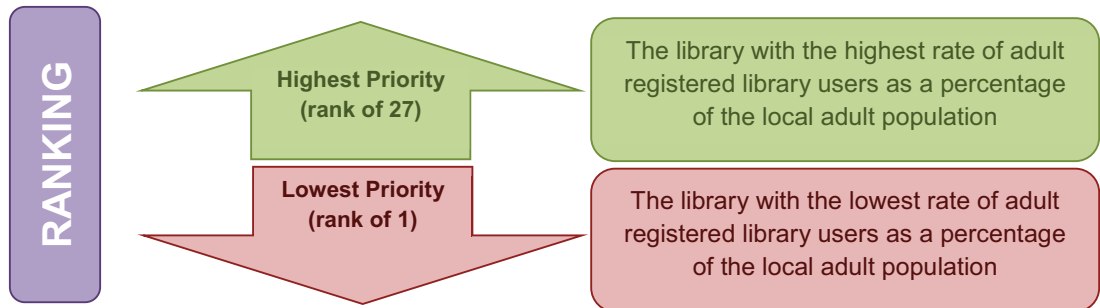
1.1.3 The number of visits made to each library

This data is gathered from sensors at the doors of each library - this counted the number of visitors in 2012/13.
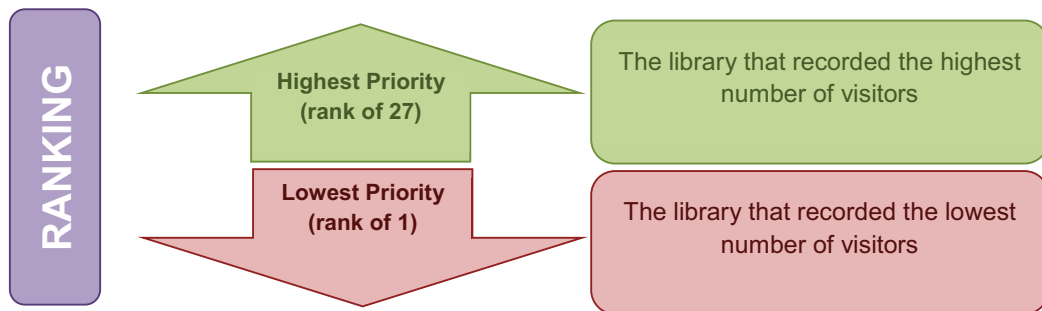
1.1.4 The number of issues made, on average, each hour the library was open – 2012/13 data

The hours each library was open was approximated by multiplying the number of hours they were open each week by 52. The number of issues made by the library in 2012/13 was then divided by this figure to give the issues per hour.

RANKING

Highest Priority (rank of 27) → The library with the highest average number of issues made per hour

Lowest Priority (rank of 1) → The library with the lowest average number of issues made per hour
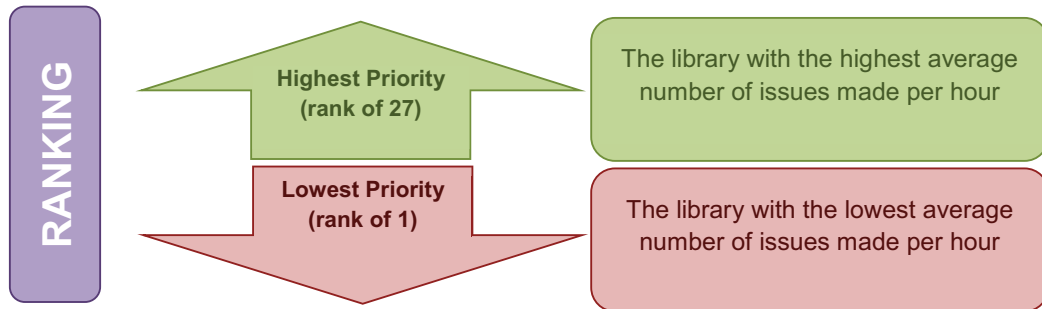
1.1.5 The number of People's Network Sessions (internet access), on average, each hour the library was open

As with the previous calculation, the number of People's Network sessions used in 2012/13 was divided by the number of hours the library was open.

RANKING

Highest Priority (rank of 27) → The library with the highest average number of People's Network sessions per hour

Lowest Priority (rank of 1) → The library with the lowest average number of People's Network sessions per hour
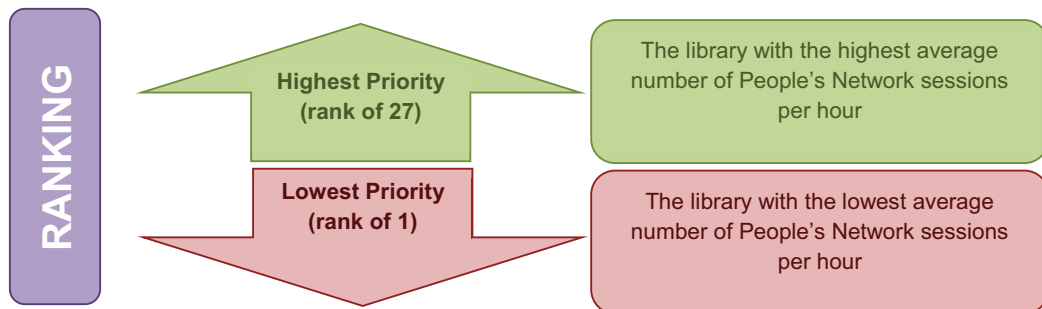
1.1.6 The number of People's Network Sessions and Issues per £ of library budget

This calculation added the number of 2012/13 issues to the number of People's Network Sessions from each library and divided them by the library's budget for that year.

RANKING

Highest Priority (rank of 27) → The library with the highest number of issues and People's Network sessions per £ budget

Lowest Priority (rank of 1) → The library with the lowest number of issues and People's Network sessions per £ budget
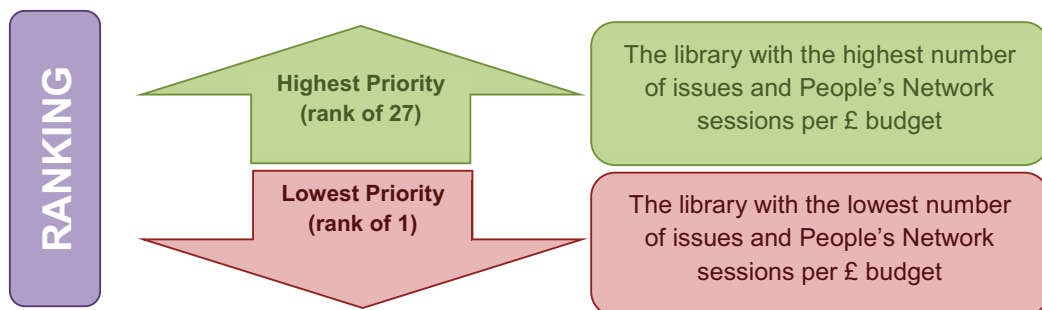
The sum of the 6 ranks for each library was then itself ranked, to give an overall ranking for the Use of Library Services element.

1.2   Demographic Need

The following factors were taken into account to inform the Demographic Need element of the wider Needs Assessment for the 27 libraries:

1.2.1   Average Indices of Deprivation (ID) Score for Literacy

Each library's catchment area is made up of a number of Lower Super Output Areas (LSOAs), each of which has been assigned a score from the indices of deprivation education and skills domain, weighted according to the population of each part of each LSOA which fell within the library catchment boundary. The average score for each library catchment area was then calculated.

RANKING

Highest Priority
(rank of 27)

The library with the highest average ID Literacy Score

Lowest Priority
(rank of 1)

The library with the lowest average ID Literacy Score
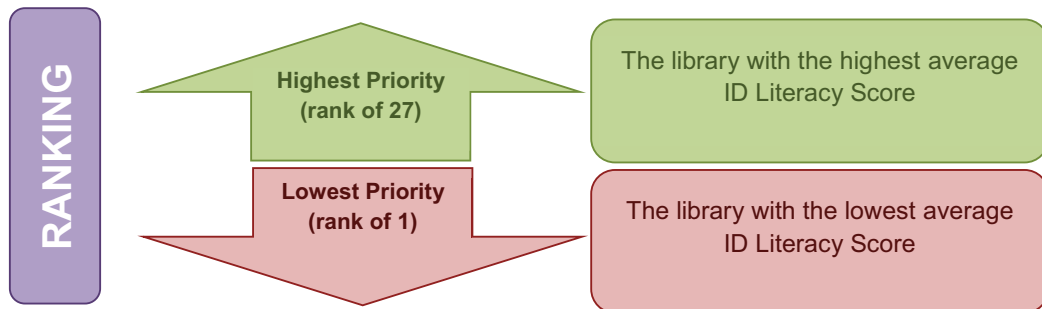
1.2.2   Average IMD overall score

Calculated using the same method as above, except the Index of Multiple Deprivation (IMD) score was averaged, as opposed to just the education and skills domain.

RANKING

Highest Priority
(rank of 27)

The library with the highest average overall IMD Score

Lowest Priority
(rank of 1)

The library with the lowest average overall IMD Score
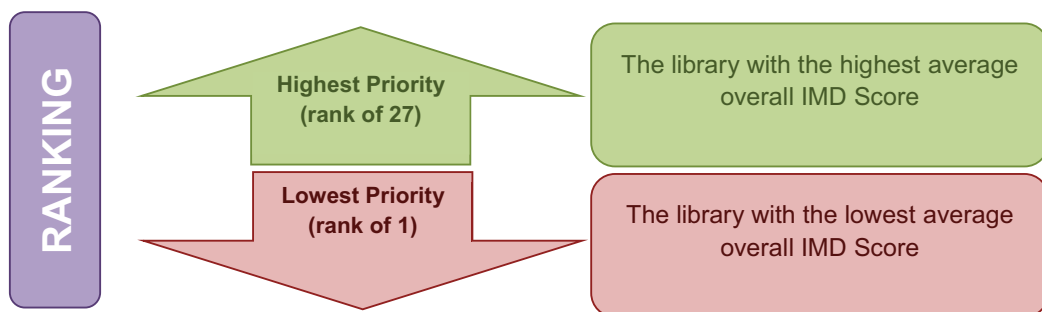
1.2.3   The proportion of school pupils within each library catchment deemed to be 'low performers'

This factor looked at the educational attainment (between 2010 and 2012) of the children living in each library catchment areas and calculated the proportion of them who are among the lowest achievers at each stage.

The following table outlines the assessment stages and the definitions of low performance in each case:

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Assessment Stage	Low Performance
Foundation Stage	Within the lowest 20% of pupils
Key Stage 1	Not achieving a level 2 in reading, writing and maths
Key Stage 2	Not achieving a level 4 in English and maths
Key Stage 4 (GCSE or equivalent)	Not achieving 5 A* - C grades

To calculate the percentage for each library, the number of pupils falling into the 'Low Performance' category for each assessment stage was divided by the total number of pupils at that stage in that library catchment area.

RANKING

Highest Priority (rank of 27) — The library with the highest percentage of pupils deemed to be 'low performers'

Lowest Priority (rank of 1) — The library with the lowest percentage of pupils deemed to be 'low performers'
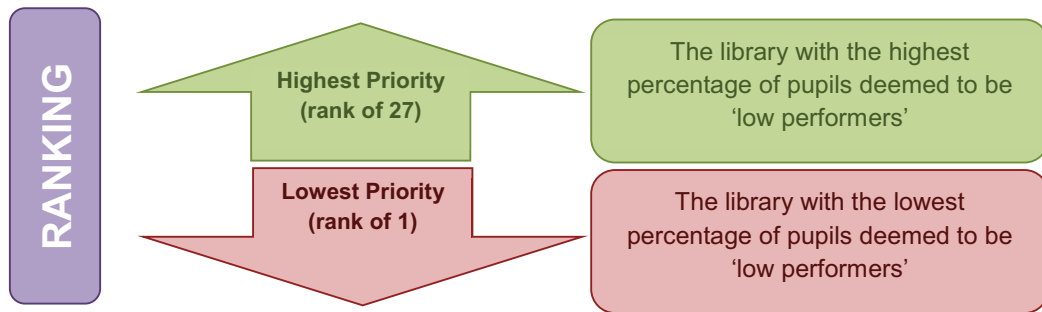
1.2.4 The number of Black or Minority Ethnic (BME) residents within the library catchment

2011 Census data was used for the number of BME residents in each area.

RANKING

Highest Priority (rank of 27) — The library with the highest number of BME residents within its catchment area

Lowest Priority (rank of 1) — The library with the lowest number of BME residents within its catchment area
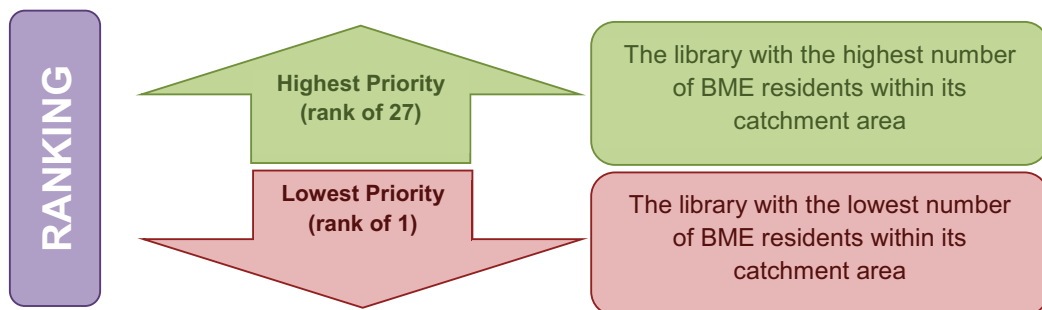
1.2.5 The number of people receiving adult social care within the library catchment

The system that holds the details for all Sheffield's residents receiving help through the Council, was used to total the number of people currently receiving a package of care within each of the library catchment areas.

RANKING

Highest Priority (rank of 27) — The library with the highest number of adult residents receiving a social care package

Lowest Priority (rank of 1) — The library with the lowest number of adult residents receiving a social care package
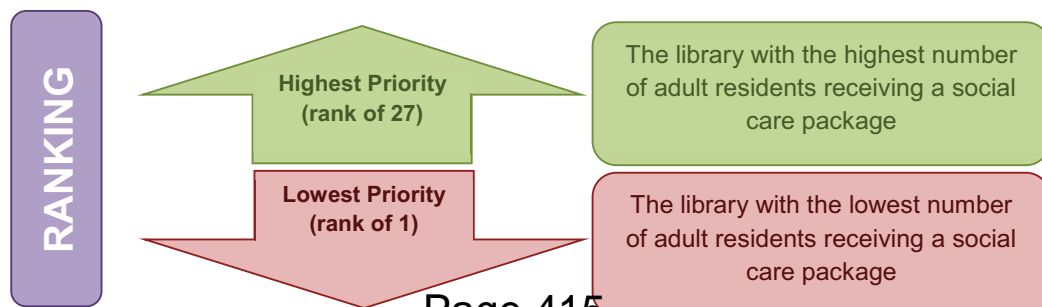
1.2.6 The number of people within the library catchment aged 65 or over

2011 Census data was used for the number of residents aged 65 or over in each of the library catchment areas

RANKING

| Highest Priority (rank of 27) | The library with the highest number of residents aged 65 or over within its catchment area |
| Lowest Priority (rank of 1) | The library with the lowest number of residents aged 65 or over within its catchment area |
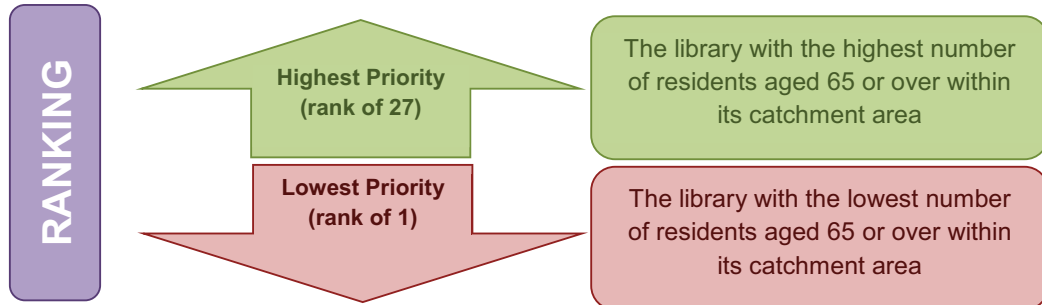
1.2.7 The number of people within the library catchment aged 19 or under

2011 Census data was used for the number of residents aged 19 or under in each of the library catchment areas

RANKING

| Highest Priority (rank of 27) | The library with the highest number of residents aged 19 or under within its catchment area |
| Lowest Priority (rank of 1) | The library with the lowest number of residents aged 19 or under within its catchment area |
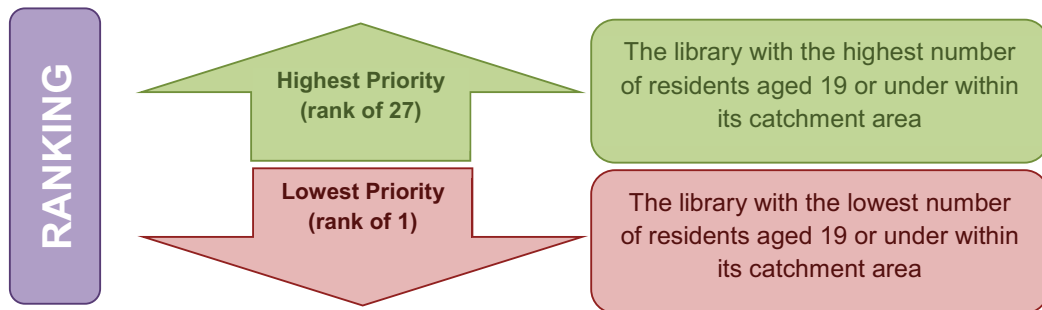
The sum of the 6 ranks for each library was then itself ranked, to give an overall ranking for Demographic Needs element.

1.3 Calculation of the Needs Assessment Score

The rank from the "Use of Libraries" calculations and the rank from the "Demographic Need" calculations are combined in the following way:

(Use of Libraries Rank x 0.33) + (Demographic Need Rank x 0.67) = Needs Assessment Score

This score is then used in the priority calculations.

2.0 Priority Calculations

2.1   Proximity Calculations

A key aspect of the calculation is the distance required to travel (door to door) from one library to its most accessible neighbour, using public transport. As part of this, it was decided that a library user should not have to walk more than 200m between a library and the relevant bus stop. As such, the library judged to be 'next nearest' is not always the closest geographically, but the one that can be accessed by public transport most quickly and easily. These distances were calculated by South Yorkshire Passenger Transport Executive on behalf of Sheffield City Council.

As a result of the distances between libraries being calculated in this way, i.e. by measuring the public transport route, there are occasions where the journey between two libraries can be different in one direction than in the other. For example, due to the differing bus routes and bus stop locations, the journey from Walkley to Broomhill is measured as 2.49km, but the journey from Broomhill to Walkley is 2.31km.

In the event of a library's next nearest neighbour having dropped out of the calculations because of a low ranking, the second nearest neighbour would be used, and so on.

2.2   Overall Score and Initial Ranking

The first step in the process is to create an overall score for each library, which was done as follows:

Number of registered library users x Needs Assessment Score (as calculated in section 1.3) x Proximity (in km) to the next nearest library

Each of the libraries was then ranked (note: a rank of 1 = Highest Priority in these calculations)
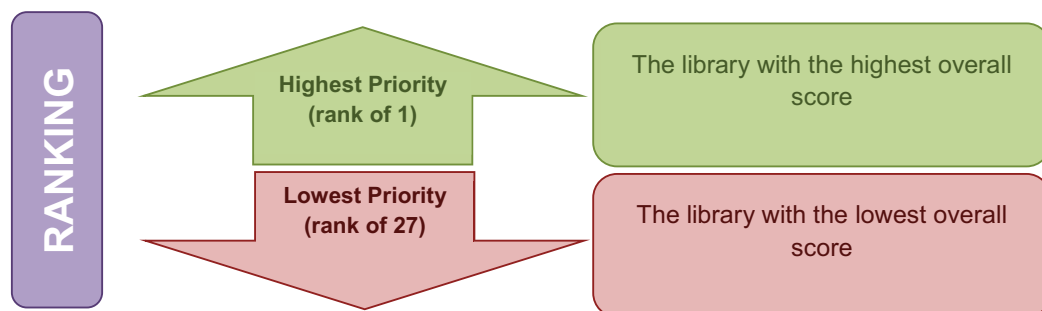
2.3   Removing a library from the calculation

The lowest ranked library from the step above was removed from the calculation and its users were transferred to the next nearest library. Assuming the next nearest

library was not Central Library, the score of that next nearest library was increased to reflect the increased number of users and the extra distance they would have to travel to get to a different library should it close. This calculation was performed in the following way:

Library 1 (L1) is lowest ranked and is removed from the calculation
Library 2 (L2) is the next nearest library.

Library 2 Revised Score =

(L1 Needs Score x L1 Number of Registered Users x L1 proximity to L2) +

      (L2 proximity to its next nearest neighbour x

            ((L1 Needs Score x L1 Number of Registered Users) +

            (L2 Needs Score x L2 Number of Registered Users)))

NOTE: A key assumption is that all Library 1's users will move to Library 2 and then, should Library 2 be lowest ranked and removed, they will move to Library 2's next nearest neighbour

Any libraries that had the 'removed library' as their nearest neighbour will now have to use their second closest library, and consequently their proximity value will increase as will their overall score.

2.4   Removing other libraries from the calculation

Once a library has been removed and the relevant scores for the remaining libraries updated, the libraries are ranked again. The next lowest ranked library is then removed from the calculation and the libraries' scores recalculated.

This process is repeated until the 11 libraries with the highest priority remained – these are the proposed hub libraries.

A Vision for Sheffield's Libraries, Archives and Information Service

The Sheffield City Council Corporate Plan 2011-2014 states that as an organisation we will focus on four priorities:

1. Standing up for Sheffield
2. Supporting and protecting communities
3. Focusing on jobs
4. Business-friendly

Libraries are and can continue to be, key community 'anchors' connecting the central governance of the city with local communities. Critical to this role is the importance of a sustainable, flexible library provision which is outward facing and inclusive to all.

The four priorities above will set the direction for Sheffield's Libraries, Archives and Information Service and will work alongside our 'vision'.

Our vision

Sheffield will be proud of its forward thinking, innovative and contemporary library service that promotes lifelong learning, digital inclusion and celebrates reading. Libraries will enable people to become informed citizens through access to information and services and encouraging participation. The Council will ensure that our library services are maintained by developing sustainable and deliverable options for the future.

How will we do this?

Promote reading and a wide range of resources

Sheffield's libraries will provide a wealth of literacy and IT resources for people of all ages and abilities. By celebrating books and reading we will enhance literacy skills across the city through provision of a variety of programmes and outreach services.

Create welcoming library spaces

Libraries will be attractive places that encourage use by a variety of groups and individuals whilst ensuring neutral, high quality public spaces, both indoor and outdoor, that respond to local community needs. They will be fit for purpose and co-located with other services where appropriate, bringing service points closer to neighbourhoods.

Celebrate Sheffield's successful centres and rich local history

Libraries will act as 'hubs' for the community shaping our successful centres; providing a focus for local civic pride, and celebrating the city's diverse history, locality and culture. A high quality Central Library offering an opportunity to showcase Sheffield will demonstrate the city's commitment to this.

Tackle poverty and social inequality
As community hubs, libraries will recognise the need for tackling poverty and social inequality, enabling access to a wealth of information to aid development and new opportunities.

Promote lifelong learning
Libraries will enable people of all ages and life experience to explore, discover and learn on their terms through access to information and learning opportunities. Children and young people will be encouraged to gain the right skills for the future and attain their potential through access to learning, reading and literacy, and usable study space.

Deliver sustainable services with a focus on 'need'
We will take a 'tailor made' approach towards a new library model which recognises the needs of individuals and groups across the city. Sustainable, flexible and modern services that can be integrated with community resources will inspire, enrich and entertain Sheffield.

Utilising social capital
We will provide greater opportunities for volunteers to work with local communities and to enhance different areas of our service. By developing a Volunteer Strategy that works alongside a Council wide policy on volunteering, the library service will continue to develop specialist projects and opportunities for individuals and groups to become involved in.

Promoting better health and wellbeing
Libraries will offer opportunities for enjoyment and relaxation, developing self-esteem, confidence and connection with others, in safe, neutral locations. By playing an active role in national programmes and promoting a love of books and reading, Sheffield's libraries will contribute locally towards the wider Public Library Health Offer.

Our Key Objectives
- Libraries that offer quality resources and space for a variety of groups and individuals;
- Cost effective and efficiently managed services that demonstrate value and quality to the community;
- Delivery of services that meet the individual and diverse needs of the local community;
- Improve literacy and skills for people of all ages and promote reading through specialist services and projects;
- Enable people to realise their potential through learning opportunities;
- Community managed and locally organised services;
- Strong partnerships and links with community organisations and local services including Advice Centres, Job Centres and other stakeholders;
- A diverse, flexible and well trained workforce, supportive of change;
- Support the health and wellbeing of local communities;
- A library provision that recognises the changing demands and expectations of its users.

SHEFFIELD CITY COUNCIL
Cabinet Report

Report of:	The Chief Executive and Executive Director, Resources
Date:	19 February 2014
Subject:	Revenue Budget for 2014/15
Author of Report:	Eugene Walker, Director of Finance

Summary:

The City Council on 7 March 2014 meets to consider the Revenue Budget for 2014/15 and to determine the Council Tax for that year

The report provides information to enable the Council to set a budget and determine the Council Tax.

The proposals set out in this report provide for a balanced budget to be recommended to Council.

Recommendations:	The report contains recommendations to Council on 7 March 2014

Background Papers:

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial implications
YES
Legal implications
YES: see Legal Advice section of report
Human rights implications
NO
Tackling Health Inequalities implications
NO
Equality of Opportunity implications
YES
Environmental and Sustainability implications
NO
Economic impact
NO
Community safety implications
NO
Human resources implications
YES
Property implications
NO
Area(s) affected
NO
Relevant Scrutiny Board if decision called in
Overview and Scrutiny Management Committee
Is the item a matter which is reserved for approval by the City Council?
NO
Press release

BUDGET REPORT 2014/15

CONTENTS

2014/15 REVENUE BUDGET

REPORT OF THE CHIEF EXECUTIVE AND THE EXECUTIVE DIRECTOR, RESOURCES

Purpose of the Report

1.   The purpose of this report is to:

- to approve the City Council's revenue budget for 2014/15, including the position on reserves and balances;

- to approve a 2014/15 Council Tax for the City Council; and

- note the levies and precepts made on the City Council by other authorities.

Budget Consultation

2.   As part of the development of options for the 2014/15 budget, Officers have undertaken a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by decisions taken as part of the budget, and to ensure that they have had an opportunity to put forward other ideas for consideration.

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

- Two large corporate consultation events in the Town Hall

- Consultation events on particular topics – notably adult social care and housing related support

- Consultation on specific budget proposals

4. Budget priorities have also been heavily shaped by consultation activity undertaken over the past two years. This has given overall support for the approach of seeking to protect services for the most vulnerable. These findings from the last 2 years have been developed by both budget and non-budget related activity. This includes consultation on the Health and Wellbeing Strategy, Libraries Review, Early Years and engagement with the Voluntary and Community sector.

5. To supplement these rich sources of evidence about people's views, we have held two large corporate consultation events in the Town Hall this year. The first of these was held in September 2013 and gave an opportunity for the Council to explain the scale of reductions we are facing to members of the public and our partners, to set out our approach to making the reductions, and to invite initial feedback on our approach. We received a number of comments following this session which helped to inform our overall thinking on the budget. The second event, held in January 2014, was attended by around 200 members of the public, and gave us an opportunity to describe our budget proposals in more detail, and included sessions on each of the strategic outcomes hosted by Cabinet Members. These allowed interested members of the public to hear in more detail about our proposals in each of our six outcome areas, and to give us feedback on these. To supplement the public events, we also invited feedback on our proposals through the Council's website, which also included details of our approach in each outcome area (see www.sheffield.gov.uk/budget).

6. The key messages we heard as a result of the Town Hall events were:

    *   That people are concerned about the impact of budget reductions on the most vulnerable, referencing the increased number of food banks, changes to benefits, and the overall economic situation.

    *   There was general support for the Council prioritising support for the most vulnerable, but some concern about the way in which Government changes (including to Council Tax Benefit) were impacting locally.

    *   That we should not lose focus on some of the longer term challenges facing the city (such as climate change and environmental sustainability), despite the difficulties of having to respond to the current financial challenge.

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- That we should concentrate on and prioritise local economic development to encourage growth, and to improve the city's overall financial position, and more broadly, we need to think about opportunities for the future as well as current challenges.

- That continuing to focus on education and skills was important for the city, as was reinforcing positive work to sustain and increase cohesion in the city

7. More detail on the points raised by people during this consultation event are available on the Council's website at www.sheffield.gov.uk/budget, including feedback from each of the discussion groups held. This information has been carefully considered by officers and Members in developing the budget proposals.

Topic-based consultation

8. We have in the past been able to protect spend, in relative terms, on areas like adult social care which were only asked to make a 5% saving last year. Although we continue to prioritise support to the most vulnerable and those at risk, the continued reductions in government funding have meant that this is no longer possible as the reductions in other areas would have resulted in some areas becoming unsustainable. We have therefore spent a great deal of time talking to service users and providers in adult social care about our proposals in this area, as this represents a significant area of change from current service provision. This represents the second main component of our consultation activity, and consists of the following:

- Four Adult Social Care 'Have your say' events in the autumn, plus some outreach through involvement groups. These helped us to explain the overall shape of our financial and demographic challenges to service users and our initial thinking. Some of the key things that people said to us were:

  o We should focus on delivering real, flexible, person centred and holistic services to the most vulnerable/in need, and that we should not provide 'one size fits all' standard services

  o That we should invest in prevention and understand what that means across Adult Social Care, Housing and Health

  o Remove silos and boundary issues between different services

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- o Reduce paperwork and bureaucracy within Adult Social Care and when working with Health, Housing and the Voluntary and Community Sector

- o Provide accessible, comprehensive information and people available to offer support

- o Develop long term strategies with partners and commission services together with them.

- This initial activity will be supplemented by ongoing 'discussion' activity across Adult Social Care, which will help inform and shape proposals further, with a particular emphasis on implementation plans. This will comprise one main event on 10th for the voluntary sector plus attendance at series of regular involvement forums. This will describe and seek views on the range of ways we are addressing budget issues including staff savings, better contract prices, refining personalisation.

- Consultation has also been undertaken on changes to housing related support services with tenants, asking for their views on the proposals.

Service-specific and proposal based consultation

9. The third element of consultation activity that has informed our approach to this budget is service-specific. This has taken many forms, depending both on the nature of the proposal and which service users and communities are likely to be affected. In general terms, proposals that were assessed as having a higher impact were subject to more detailed consultation. This has ranged from public meetings, to individual discussions with providers and customers, to surveys and questionnaires.

10. For example, two public events were held on Culture and Environment issues, and specific consultation has taken place with schools on changes to school crossing patrols, on educational psychology services, and on a range of other changes. Further work will take place throughout the year as decisions are implemented through the Council's usual governance processes – this will include, for example, consultation on changes to highways maintenance provision. We also published on the Council website broad overviews of a number of proposals that may impact on the community as a whole and invited feedback. We remain committed to making sure that people have the opportunity to comment on and influence proposals, particularly where services may change or reduce.

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11. All the results of consultation activity will be taken into account when making individual decisions on the proposals. In some cases this consultation activity is not yet complete, (e.g. on sexual health services) and therefore firm proposals will be subject to further decision making in line with the Council's usual governance processes.

12. More information about our approach to consulting on the various budget proposals can be found in individual service EIAs.

Medium Term Financial Strategy

13. Cabinet on 18 September 2013 considered a report of the Executive Director, Resources entitled Medium Term Financial Strategy (MTFS) 2014/15 to 2018/19. This report provided an update of the Council's MTFS to reflect the budget decision of the Council for 2013/14 and the potential impact on the next 5 years of the Government's plans for deficit reduction. This report set the planning scenario for the medium term.

14. The Report on the MTFS indicated that there would be reductions in Revenue Support Grant (RSG) of up to £36m (or 20%) in 2014/15 and a further £45m (or 29%) in 2015/16. It was forecast that reductions in RSG of up to 10% per annum would occur in the years from 2016/17 onwards. This reflected the impact of the Spending Review 2013 in which additional reductions in local government funding were announced on top of the reductions that had been announced in previous finance settlements.

15. In addition to these funding reductions of up to £28m, the Council faced additional corporate expenditure of up to £9m. This included funding for the reinstatement of staff increments (£5m), provisions for funding the increased pension contributions as a result of the 2013 actuarial review (£5m), additional Streets Ahead costs (£2m) and reductions as a result of rescheduling the Sheffield City Trust debt (£7m).

16. There was also the issue of rising costs faced by Portfolios due to variations in inflation and levels of demand, particularly in social care services. It was recognised that these "pressures" could add considerably to annual expenditure levels. However it was decided that, because of the nature of the austerity budget financial settlements for local government, there would be insufficient resources to meet such pressures and therefore Services/Portfolios would be required to manage these from within existing resources by identifying offsetting compensating savings of equal value.

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17.   The overall forecast picture for Sheffield City Council was for a potential shortfall of up to £37m in 2014/15 rising to a cumulative shortfall of £106m by 2018/19, not including Portfolio cost/demand pressures. The final position shown later in the report is that £58m of savings are required – including savings to offset Portfolio cost/demand pressures – in order to balance the budget for 2014/15. The MTFS indicated that in order to achieve a balanced budget position over a three 3 year period savings proposals needed to be identified that were equivalent to 15% reduction in 2014/15, 15% in 2015/16 and 10% in 2016/17.

18.   The MTFS also referred to announcements made in the June 2013 Spending Review (SR13) and their potential impact on the City Council. SR13 included the creation of a £3.8 billion pooled budget from April 2015 for health and social services to work more closely together. This is to be referred to as the Better Care Fund.   There is also £200m for local authorities from the NHS in 2014/15 (£2.7m for Sheffield) to ensure change can start immediately through investment in new systems and ways of working. These initiatives are referred to later in this report.

19.   The overall approach to balancing the budget has involved using the strategic outcome model that the Council has adopted in the past year and which has assisted in developing strategic proposals that have achieved a greater alignment of priorities and resources. Strategic Outcomes are an important statement of how the Council achieves its priorities and give important direction and prioritisation for the authority.

Autumn Statement 2013

20.   The Chancellor delivered his Autumn Statement to Parliament on 5 December 2013. The Statement did not include any further reductions in local government funding, with additional reductions of £1 billion a year in 2013/14 to 2015/16 coming from other Government departments. The Statement confirmed the local government spending reductions for 2015/16 that had been announced earlier.

21.   The Chancellor did announce some changes to the business rates regime, in particular:

  ▪   The business rate rise in 2014/15 is to be capped at 2% (it would otherwise have risen by 3.2% in line with the increase in the September

2013 RPI). Local Government is to be compensated for the loss of income.

- The temporary extension of small business rates relief, which was due to expire on 31 March 2014, will be extended to 31 March 2015. The Government has committed to paying for this as part of its New Burdens Doctrine.

- There will be additional business rate discounts and reliefs from April 2014: a discount of up to £1,000 for retail premises with a rateable value of up to £50k; and a 50% discount for 18 months for new occupants of previously unoccupied retail premises.

22.   The Autumn Statement included the Government's commitment to supporting local areas to transform services where doing so saves money by ensuring pooled funding is an enduring part of the framework for the health and social care system beyond 2015/16. This builds on the Better Care Fund (formerly the Integration Transformation Fund) beyond 2015/16.

Local Government Finance Settlement

23.   The Government announced details of the Provisional Local Government Finance Settlement for 2014/15 on 18 December 2013. The Settlement also included indicative figures for the 2015/16 financial year. A report on the implications of the Finance Settlement was considered by Cabinet on 15 January 2014.   The Final Local Government Finance Settlement was put before Parliament on % February 2014 and included a minor adjustment compared to the Provisional Settlement.

24.   With the introduction of the business rates retention scheme in April 2013, Finance Settlements now include a "Settlement Funding Assessment" (SFA) which represents each local authority's share of the overall local government spending control total: i.e. the total amount the Government plans to spend in respect of local government.

25.   The SFA comprises the following elements:

- The Business Rates Baseline funding: the Government's estimate of each local authority's 50% share of business rate income which is then adjusted via a system of top up grants or tariffs to arrive at a Business Rates Baseline Funding level for each local authority.

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- Revenue Support Grant which includes some of the funding allocations that have been specific grants in the past

<u>Settlement Funding Assessment for 2014/15</u>

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

   - The business rates baseline is £1.7m less than assumed in the MTFS. This is due to the capping of the increase in the multiplier to 2% rather than the full amount of inflation.

   - The level of RSG is slightly higher than assumed in the MTFS. This is mostly attributable to the inclusion in RSG of the Freeze Grant for 2013/14 which was previously paid as a specific grant.

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

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

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

   - A formula funding allocation that is based on complex formulae to reflect the relative needs and resources of local authorities. This formula involves data sets that include 2011 based population projections and council tax projections. A floor damping mechanism exists to limit the impact that movements in data and formulae have on individual authorities.

   - Grants that were previously allocated as specific grants and which now have been "rolled up" into RSG and Business Rates Baseline funding. This was being introduced in order to provide the facility for the

Government to make the overall Spending Review reductions in local government funding.

29. The elements in SFA are shown below:

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

Specific Grants

30. The overall impact of the Local Government Finance Settlement will include variations in the level of specific grants that will be allocated to the City Council. Although the majority of funding is now allocated through the Formula Funding process, there remain a number of Specific Grants from Government in support of service delivery costs. The table below shows the Grants that the Council will receive in 2014/15 compared to 2013/14. The majority of these grants are already included in Portfolio/Service budgets and the proposals set out in the budget implementation plans.

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

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

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

- Compensation for business rates capping: the 2013 Autumn Statement capped the increase in the business rates multiplier (the rate in the £ that businesses pay) to 2%. The business rates retention scheme that was established in April 2013 uplifts the Business Rates Baseline by RPI and this was therefore expected to increase by approximately 2.8% for 2014/15. The Government has compensated local authorities for this difference. For Sheffield the compensation is expected to amount to £1.066m.

32. The position above does not include Dedicated Schools Grant (DSG) the majority of which is "passported" to schools. The provisional settlement amounts to £371m for Sheffield, of which £312m will be passported directly to schools. The remaining funding is used to provide early years activities and

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statutory educational services. The final settlement for DSG will be received in the spring.

33. The New Homes Bonus (NHB) was introduced in 2011 as an incentive for local authorities to build new homes and bring back into use those which have been unoccupied for more than six months. The NHB allocation has increased from £4.6m in 2013/14 to £6.4m in 2014/15. This variation is not included in the assessment of the revenue budget position as the City Council has decided to use NHB to create the Local Growth Fund (LGF). LGF is used to fund projects which help make sites available to developers to encourage new housing developments or bring long term empty properties back into use. The LGF is used mainly on capital projects but some projects are used to enhance services normally funded through the revenue budget. LGF projects are approved on a case by case basis and for a specific time period.

Business Rates income

34. Prior to 2013/14 local authorities collected business rates on behalf of the Government and the amount was redistributed as part of the Formula Funding mechanism. As a result of the Government's Business Rates Retention scheme, which was introduced in April 2013, the Council continues to collect all of the business rates in its area, but it is allowed to keep a share (49%). The remaining portion is paid over to Government (50%) and South Yorkshire Fire Authority (1%). The Council therefore has a strong incentive to maximise this source of income in order to mitigate the impact of reductions in Revenue Support Grant.

35. The amount of business rates an individual authority is capable of collecting differs significantly across the country depending on its location and certain characteristics. For example, relatively prosperous areas will expect to collect more business rates because their billing areas will include a large proportion of business premises with high rents and therefore high rateable values. In contrast to this, authorities in regions of relatively high deprivation will expect to collect less in business rates because their billing areas are likely to comprise a large proportion of small business premises with low rents and therefore low rateable values which are subject to small business rate relief.

36. In order to counteract this national imbalance, the Government has introduced a system of top-ups and tariffs to re-distribute business rates across the country. Authorities with a relatively high level of business rates pay a tariff into a national pot which is then used to pay top-ups to those authorities with

relatively low levels of business rates. The Government has set the level of tariffs and top-ups for a period of at least seven years with effect from April 2013, although top-ups and tariffs will increase by inflation over that period.

37. The 2013/14 Local Government Finance Settlement set out the Government's estimate of the amount of business rates to be collected nationally; this is termed the Estimated Business Rates Aggregate (EBRA) and was set at £21.8 billion for 2013/14. Using the amounts collected in two years prior to 2013/14 (i.e. 2011/12 and 2012/13), it was expected that Sheffield would collect 0.923% (the "proportionate share") of EBRA which gave an estimated total amount to be collected of £201.4m in business rates.

38. Applying the 50% local share retention produces a "billing authority" baseline figure of £100.656m for Sheffield in 2013/14. After the amount attributable to the South Yorkshire Fire Authority (1%), the amount estimated to be retained by the City Council was £98.672m in 2013/14. For 2014/15, Government has assumed that the Council's retained share of business rates will increase by 2% inflation to £100.594m.

30. However, the Council will be required to provide its own estimate of how much business rate income it will collect and therefore how much it will rely upon in setting the budget for 2014/15. The basis for doing so is set out on a statutory return called an NNDR1 which the Council is required to submit to Government. This will involve the Council's own assumptions about growth (if any) in the amount to be collected, the losses on collection, the levels of refunds that may be given and the levels of outstanding appeals. All of these carry significant risk and will involve assumptions about performance in 2014/15 that will be based on experience of recent years and the use of the most up to date information available.

31. The first assumption which the Council needs to make is the number of business premises in Sheffield that are liable for business rates. The NNDR1 asks authorities to use 30 September 2013 as the starting point; on this basis, it is estimated that the number of business premises in Sheffield that are liable for business rates is 17,602 (17,356 as at 30 September 2012) with an aggregate rateable value of £530.083m (£531.455m as at 30 September 2012). This includes two parts of the city where special rules apply.

New Development Deal and Enterprise Zone

32. As shown in the table below, the parts of the city referred to as the New Development Deal and Enterprise Zone account for less than 2% of the

aggregate rateable value of the city. However, both parts of the city are significant because any growth in business rates above the "baseline" established in 2013/14 can be retained in full locally, rather than half being repaid to Government.

33. The New Development Deal, which consists of the section of the city centre earmarked for the New Retail Quarter, is expected to see substantial long-term growth in business rates, which will be re-invested to improve the infrastructure of the city centre. Sheffield is one of only three authorities in England who have successfully applied for this status as part of the Government's programme of city deals.

34. The Enterprise Zone is located at the Advanced Manufacturing Park off the Parkway. Businesses which choose to re-locate to enterprise zones receive several financial incentives. The Government also allows the Council to passport all business rates over and above the 2013/14 baseline to the Local Enterprise Partnership which then decides how those receipts should be invested.

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

Calculating the Business Rates Estimate for 2014/15

35. Based on the 2014/15 rating multiplier (the "rate poundage", which is set by Government) this produces a gross business rate estimated income (the "Gross Rate Yield") of £250m (£245.5m in 2013/14). This is the most realistic estimate of the likely level of income before any further adjustments. However there are a number of deductions from this figure:

- Reliefs - there are a number of reliefs against business rates liability including small business rates relief, charitable relief, deductions for empty properties and partly occupied premises. It is estimated that the total value of these reliefs and deductions will amount to approximately £36.9m (£33m in 2013/14).

- Losses and costs of collection - this includes an estimate of the bad and doubtful debts in 2014/15, the potential legal and other recovery costs.

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

36. A further deduction is required relating to refunds of business rates due to successful appeals. Business ratepayers can seek an alteration to the rateable value of a property by appealing to the Valuation Office Agency (VOA). However, because of the large volume of appeals, decisions by the VOA can take several years, although the Chancellor announced in the Autumn Statement in December 2013 that he had a set a target for the VOA to work through 95% of outstanding appeals by July 2015.

37. It is difficult to arrive at a reliable estimate of the potential refunds due on outstanding appeals in addition to any new ones that may be lodged. Based on data provided by VOA in September 2013, the number of outstanding appeals in Sheffield include 114 (317 in September 2012) in respect of the 2005 rating list and 988 (1,510 in September 2012) in respect of the 2010 rating list.

38. A key issue relates to the way in which the Council will be required to account for losses due to successful appeals. The DCLG have always accounted for appeals on a cash basis, i.e. within the year in which the payments have been made. Under the new arrangements local authorities will need to account for losses on appeals on an accruals basis, i.e. the Council will need to make provision for its 49% share of the potential historic costs of non collection and refunds due to appeals. As 2013/14 is the first year of the new scheme's operation, it will be this current financial year where the greatest impact will be felt as the accrual basis figure will be higher than the cash basis figure.

39. The provision for losses due to appeals that was established in 2013/14 amounted to £14.8m and was based on information relating to the level of outstanding appeals, assumptions about the likely level of "success" for the claimant and potential further claims lodged. For 2014/15 an assessment has been made of the outstanding appeals and the potential for these to subsequently result in a loss of business rate income to the Council. This has resulted in a provision for appeals in 2014/15 of £5.1m.

Overall Business Rates Estimate for 2014/15

40. Based on assumptions relating to reliefs and appeals, it is estimated that the total net business rates for Sheffield will amount to £205.8m in 2014/15 (£194.4m in 2013/14). However, this is then appropriated between Government and local authorities (the City Council and SY Fire Authority) on the 50:50 basis set out in the Business Rates Retention scheme. Business

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

Collection Fund - Business Rates Estimate for 2014/15

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

41.   The estimated 49% of net business rates for Sheffield amounts to £100.9m (£95.3m for 2013/14). This is slightly more than the figure assumed by the Government in the provisional 2014/15 Local Government Finance Settlement that £100.6m would be retained by Sheffield City Council.

42.   It is proposed that the Council budget for 2014/15 include business rates income of £100.898m as its 49% share of net income. In the 2013/14 budget there was a shortfall of £3.4m compared to the Settlement figures which was covered partly by a contingency within the budget and also by a contribution from a business rate reserve set up to allow for significant annual fluctuations in business rate income. No such contributions will be required in 2014/15. The proposed budget for specific grants includes £1.1m relating to the compensation from Government for the loss of business rates as a result of the decision to cap the increase in the multiplier at 2%, rather than 3.2% as announced previously.

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Council Tax income

43. The Council set a Council Tax Requirement of £164.256m for 2013/14 which resulted in a Band D council tax of £1282.75. This included a determination that the council tax base – the number of properties on which a tax can be charged – would be 128,050.05 Band D equivalent properties. This represented a reduction in the taxbase of 17% compared to the previous year, mostly due to the introduction of new council tax discounts as a result of the Council Tax Support Scheme (CTSS).

44. The calculation of the tax base for 2014/15 has involved an assessment of the following:

- There has been an increase in the number of domestic properties that are liable for council tax. An increase in house building has resulted in an additional 501 properties.

- There has been a decrease in the expected CTSS caseload. This reduction amounts to 1,161 fewer band D equivalent properties claiming council tax support. This is largely due to a reduction in the working age caseload which reflects an overall reduction in households claiming unemployment benefits both locally and nationally.

- There is an increase of 227 in the number of properties that are entitled to discounts and exemptions. This is mostly due to additional student properties which are exempt from council tax.

- The estimated collection for 2014/15: The practice has been to set a prudent in year collection rate as part of the tax base calculations although eventually the Council recovers up to 99% of council tax. As anticipated, the introduction of CTSS and other welfare reforms such as the 'spare room subsidy' (the 'bedroom tax') has increased the level of financial hardship of many taxpayers resulting in late payments and non-payment of council tax. Therefore for tax base setting purposes for 2014/15, a prudent collection rate of 95.5% has been assumed (although we still intend to collect 99% over the long term). The collection rate will continue to be closely monitored during the year as the ongoing impact of the CTSS and other welfare reforms continue to put pressure on taxpayers' ability to meet their payments.

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

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

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

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

- Empty unfurnished properties currently attract a 10% discount for up to 6 months. It is estimated that there are about 2000 properties falling within this category. Removing this discount will potentially generate additional income of around £180k.

Council Tax Freeze Grant for 2014/15

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

48. The Finance Settlement confirms that the Freeze Grant for 2014/15 will be "built into the spending review baseline" and that this overcomes the "cliff edge from the Freeze Grant disappearing in due course". To what extent this grant will continue indefinitely is uncertain.

49. The proposals set out in this Report assume that the Council will accept the Freeze Grant and will set an unchanged council tax in 2013/14. The Freeze Grant would amount to £1.968m.

Council Tax referenda

50. The Localism Act 2011 introduced a requirement for a local authority to determine whether its council tax for a financial year is excessive. If the council tax were to be considered as excessive, a referendum is required in respect of that amount.

51. The principles on which a council tax is considered to be excessive are determined by the Secretary of State. This replaces the capping powers that were previously available to the Secretary of State. For 2013/14 the Secretary of State determined that the local authority council tax referendum threshold will be 2%, in accordance with principles issued on 4 February 2013. This meant that if a local authority were to raise its "relevant basic amount" of council tax by more than 2%, it would have required the support of local people through a local referendum.

52. The principles for 2014/15 were issued on 5 February 2014. Although there were indications that the Government were considering setting the threshold at 1.5%, the principles have determined that the "basic amount of council tax" is excessive if the 2014/15 tax is 2%, or more than 2%, greater than the tax for 2013/14.

53. In accordance with regulations issued in January 2013, the relevant basic amount is the Band D council tax adjusted to exclude levies. This forms the basis of the comparison with the council tax for the previous year and for determining the "excessive" calculation. For 2013/14 it resulted in a calculation that excludes the amount of council tax that relates to levy expenditure and, in effect, assumes that all of the City Council's £37m of levy payments were funded by council tax.

54. These calculations for 2013/14 resulted in a situation in which the levy reduction amounted to a variation in council tax of 1.83% and therefore a council tax increase of more than 0.17% would have required a referendum as

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

55.   On 30 January 2014 the Local Audit and Accountability Act received Royal Assent. The Act contains provisions relating to the calculation of the "relevant basic amount" of council tax and refers to the exclusion of levies from the calculation. Explanatory notes to assist in understanding the implications of the Act, have not yet been issued but it is assumed that these notes together with any regulations accompanying the Act will mean that levy reductions can be regarded as a reduction in local authority expenditure and therefore treated as a saving.

56.   The South Yorkshire Integrated Transport Authority (SYITA) are proposing a levy reduction of up to 9.5% for 2014/15 which will result in a saving to the Council of £3.3m. Without a change in the regulations the SYITA reduction would mean that the City Council would need to reduce the council tax by approximately 2% to avoid triggering a referendum.

Business Planning for 2014/15

57.   The Council's approach to managing its financial position in the medium term has been through the Business Planning process. This requires Services and Portfolios to develop business plans which show what activities will be provided in 2014/15 for a specified cash limited budget.

58.   The Business Planning process for 2014/15 began before the consideration of the MTFS report by Cabinet in September 2013.   The planning process to balancing the budget over the medium term involved a strategic approach that included:

- For planning purposes, the development of forecast budget totals that fit within the level of available resources over a 5 year period

- Resources being allocated to Services/Portfolios and also to strategic outcomes in a way that reflected priorities

- Executive Directors being given responsibility for developing realistic, affordable 2 year delivery plans within a 3 year context for each outcome area and which fits within the available level of resources

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- 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.

59. To assist in the development of these outcome driven plans, the current year Service/Portfolio budgets were aligned to strategic outcomes. This approach enabled broad planning totals to be produced for strategic outcome areas and led to the development of savings proposals that are set out in the budget implementation plans.

Formulation of the budget for 2014/15

60. In formulating the budget for 2014/15 there are a number of adjustments that will need to be made to reflect variations in costs and resources, some of which are outside of the control of the Council and others reflect the continuation of current Council policy. The following section shows those items that have been included in the proposed budget.

Funding from Government

61. The earlier part of the report provided details of the Local Government Finance Settlement for 2014/15. The Settlement resulted in a reduction in RSG and specific grants of £33m for 2014/15. It is proposed that the Council accept the Freeze Grant of £1.9m in 2014/15. The overall variation in funding would therefore amount to £31m:

- Reductions in Revenue Support Grant and Top up Grant of £32.662m

- Reduced Specific Grant allocations of £0.576m

- Council Tax Freeze Grant of £1.968m for 2014/15

Council Tax income

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

Business Rate income

63. As stated earlier in this report the position relating to business rate income carries significant risk. The City Council's share of estimated business rate income amounts to £100.898m, which is an increase of £5.6m compared to

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

Collection fund surplus

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

Removal of one off items

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

Additional Budget Provisions

66.   There are a number of proposed additions to the budget for 2014/15:

- Portfolio cost/demand pressures: Portfolios are faced with increased levels of demand for services and rising costs of service provision, particularly in the area of social care.   The total cost of Portfolio pressures amounts to £30.450m. This includes a provision for staff pay awards of 1% amounting to approximately £1.8m. Details of the pressures are in Appendix 1.

- Local Government Pensions costs: An actuarial review of the South Yorkshire Pension Fund has been conducted in 2013 which determines the current deficit position as well as the employers contribution rates from April 2014. The initial results suggested that Sheffield would face additional pension costs of £17m in 2014/15: approximately £14m of which would be an increased "deficit recovery contribution" (a fixed lump sum payment to pay back the Council's share of the pension scheme deficit), and a further £3m would be as a result of increasing the future service rate from 12.1% to 14%.

  These costs represented a further £12m above the £5m already included in the MTFS and would present a significant difficulty for the Council and require additional savings from all Portfolios/Outcomes.   Further discussions between the Treasurers of the four South Yorkshire authorities and South Yorkshire Pension Authority (SYPA) have led to a

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number of more favourable options being presented which would not have the same adverse impact as the initial results. .

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

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

- Provisions for redundancy/severance costs: based on the savings proposals that are set out in this report and which are required to achieve a balanced budget, the Council will require an adequate provision for redundancy/severance costs. The 2013/14 base budget included a provision of £9m to fund redundancies and other severance costs. The proposals set out in the budget implementation plans involve a reduction of 644 posts, although 169 of these are currently vacant. The net reduction in posts therefore amounts to 475 which represents a 19% increase compared to the figure for 2013/14.   This would therefore require an increase in the redundancy cost provision and the proposed budget includes an additional £2.2m for this purpose.

- Pay strategy: The Council is currently consulting with staff and trades unions on proposals relating to the Pay Strategy which involves the replacement of increments with a single spinal column point for each pay grade. This would cost approximately £1.7m in the first year and will avoid incurring the £5m that it would have cost to reinstate increments. Part of the Pay Strategy will also involve other changes to terms and conditions, particularly in respect of enhancements, which are assumed to produce savings of approximately £1.3m. The overall net result of these two proposals would involve an additional cost of £0.4m in 2014/15.

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- Infrastructure Investment (New Retail Quarter): proposals relating to the development of the new retail quarter are to be presented to Members in the future. There is likely to be some capital expenditure in respect of NRQ infrastructure e.g. public realm. These charges to the revenue account are assumed to rise from £0.4m in 2014/15 to about £1m thereafter.

- Streets Ahead: the Council investment in the Streets Ahead contract will result in the required amount increasing by approximately £1.7m per annum from April 2014, as planned. This includes the full debt charges associated with borrowing £100m to finance the acquisition of assets (a saving on the previous borrowing via PFI).

- Improved sundry debt collection: as performance in respect of sundry debt collection improves, the practice of taking income to a corporate budget is being phased out. The improvement in debt collection is now reflected in Portfolio budgets. It is proposed to reduce the corporate budgeted income by £0.2m in both 2014/15 and 2015/16.

- Goodwill from existing repairs & maintenance contract: With the conclusion of the existing contract due to take place in March 2014, there will be a loss of goodwill amounting to £1.5m from April 2014. The new contract will relate to the Housing Revenue Account and therefore it will be difficult for the output of any tendering process to result in payments to the "general fund" revenue account.

- Contingency: the Council faces significant risks associated with its financial position in 2014/15 and the assumptions set out in the budget proposals. These risks include: delivering the Pay Strategy following consultation with staff and trades unions: achieving additional social care savings on top of those that were agreed in 2013/14 but which were not fully implemented; the action required to secure a long term solution to the funding of pensions contributions; and the likelihood of the financial position for 2015/16 being more severe than in 2014/15. In view of these risks, the proposed budget includes establishing a contingency of £1.5m to assist in mitigating some of them.

Reductions in budget provision

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

- SYITA levy reduction: the South Yorkshire Integrated Transport Authority (SYITA) are expected to approve a reduction in their 2014/15 budget and a corresponding reduction in the levy to the City Council of approximately £3m. The majority of this reduction is reflected in Portfolio savings proposals as set out in the Budget Implementation Plans but there is a figure of £0.5m held as a corporate saving.

- Capital financing costs: The Council currently has a capital financing costs budget of about £40m in order to meet the costs of borrowing undertaken to finance the capital programme. A re-assessment of the commitments against this budget - based around the likely timing of new borrowing and the prevailing interest rates – suggests that a reduction of about £4m can be made in the existing budget.

- Sheffield City Trust (SCT) debt: the Cabinet on 19 June 2013 considered a report relating to changes in the way the Council funds Sheffield City trust to meet its financing obligations. The proposed budget includes a reduction in costs of £6.5m in 2014/15 as a result of Cabinet approving the recommendations in this report.

Contribution from Reserves in 2014/15

68. The budget proposals involve the use of reserves to meet expenditure in 2014/15 for the following purposes:

- To meet some of the additional pensions costs that will be incurred in 2014/15 in advance of a permanent solution, as referred to in the section relating to pensions set out above. This involves a contribution from reserves of £4m in 2014/15.

- The use of a service related earmarked reserve to assist in reducing costs and achieving savings targets in 2014/15. This amounts to £0.2m.

Overall Position

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

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

Savings proposals for 2014/15

70.   Discussions with Members have taken place since the consideration of the MTFS to produce a set of proposals that will achieve a balanced budget. The

proposals set out in this report form the basis of a balanced budget and a recommendation to Council on 7 March 2014.   The total amount of Portfolio savings are £58.4m. If any of these proposals were not to be approved by Council then alternative compensating savings would need to be identified and recommended to Council.   Details of the Portfolio savings are in the Budget Implementation Plans (attached at Appendix 2)

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

Revenue Budget position for 2013/14

71.   The City Council, at its meeting in March 2013, approved a Net Revenue Budget for 2013/14 of £477.430m. The Council kept the level of Council Tax unchanged from the previous year – at £1282.75 for a Band D equivalent property - and therefore qualified for the one off Council Tax Freeze Grant.

72.   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 7, covering the period to October 2013, shows a forecast overspend of approximately £3.6m.

Portfolio	FY Outturn £'000	FY Budget £'000	FY Variance £'000
CYPF	88,649	88,629	20
Communities	181,450	170,742	10,708
Place	181,518	181,040	478
Policy, Performance & Communications	2,679	2,617	62
Resources	62,301	63,816	(1,515)
Corporate budgets	(512,974)	(506,844)	(6,130)
Grand Total	**3,623**	**0**	**3,623**

Balances and Reserves

73. 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.

74. The Director of Finance has reviewed the position relating to Reserves and has produced a Reserves Strategy which is attached at Appendix 4. This sets out the estimated requirement for Reserves and explains the purpose of each earmarked reserve.

Risk Management

75. Attached at Appendix 5 are details of corporate risks which will need to be monitored closely throughout the year. The budget proposals identified in this report will be risk assessed and given a risk rating. The implementation of the budget proposals will then be closely monitored and reviewed based on the risk assessment and this will be reported as part of the budget monitoring process for 2014/15.

Levies

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

- South Yorkshire Integrated Transport Authority (ITA); the ITA is considering its budget for 2014/15 in February. A reduction of £3.3m is expected for Sheffield. This reduction is included in the City Council budget proposals.

- Payments to the South Yorkshire Pensions Authority and to the Environment Agency amount to £0.214m and £0.186m respectively.

Portfolio Revenue Spending Plans for 2014/15

77. 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.

78. 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

79. As a Council we have set clear priorities in our corporate plan 'Standing Up For Sheffield', and we have tested them with the public. Our budget, in common with budgets over the last three years, is very much driven by these priorities. They can be summarised as:

- Standing up for Sheffield

- Supporting and protecting our communities

- Focusing on jobs

- Business friendly

80. The council-supported, but independently chaired, Fairness Commission published its final report in 2013. This is available on the Council's website at www.sheffield.gov.uk/fairnesscommission, and includes a set of fairness principles for the city. The Council has signed up to these principles and has actively used them to help influence the shape of the budget as a whole, ensuring that the Council's budget is invested as fairly and equitably as possible. These principles are:

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- Those in greatest need should take priority

- Those with the most resources should make the biggest contributions.

- The commitment to fairness must be for the long-term.

- The commitment to fairness must be across the whole city.

- Preventing inequalities is better than trying to cure them.

- To be seen to act in a fair way as well as acting fairly.

- Civic responsibility - all residents to contribute to making the city fairer and for all citizens to have a say in how the city works.

- An open continuous campaign for fairness in the city.

- Fairness must be a matter of balance between different groups, communities and generations in the city.

- The city's commitment to fairness must be both demonstrated and monitored in an annual report.

81. As in previous years, our budget has been heavily shaped and influenced by our priorities and our commitment to fairness. However, this year the context is different. We have already saved over £180 million over the last three years. We have changed specific services, such as moving to alternate weekly bin collections; we've had to look at fees and charges, including increasing car parking fees; and we've made more fundamental changes, such as investing more in preventative, rather than crisis response services in Children's Services. We've protected front line services as far as possible, but have had to make some difficult and high profile decisions, such as the closure of Don Valley Stadium, and changes to the library service. Our ability to make cuts with limited impact has gone and therefore this year's budget contains a number of difficult proposals.

82. This also means that, in contrast to previous years where we have been able to offer relative protection to some areas of our budget, the continuing large-scale reductions have meant that it has not been possible to do the same for 2014/15. For example, in 2013/14 adult social care services were only asked to make a 5% reduction in their budget in contrast with other areas which were asked to make larger cuts. However, if we had adopted the same approach for this budget round, the reductions in 'unprotected' areas would have been so

large as to have been unsustainable, and would have resulted in reductions in these other services, which would have been unacceptable both to us and to the public. This was made particularly acute because the areas that we protected in previous years (adult's and children's social care, and elements of our spend with the voluntary sector) make up such a large overall proportion of our budget.   This means that nothing was 'off the table' when considering proposals for 2014/15, although we have continued to prioritise our support for the most vulnerable, including ensuring the safety of children and young people.

83. For the 2014/15 budget round, we have adopted an approach of planning our budget by 'outcome area'. These are the six main objectives the Council is working to achieve on behalf of the city, and include the vast majority of our spending:

- Great Place to Live

- Better Health and Wellbeing

- Competitive City

- Safe and Secure Communities

- Successful Children and Young People

- Tackling Poverty and Increasing Social Justice

84. We also spend money on a range of services to support the organisation deliver these outcomes (including things like Finance and HR).

85. We need to reduce our total spending by £58.4m in 2014/15. Our approach to the budget has been to seek to identify budget savings totalling 15% of our investment in each outcome area for 2014/15, bearing in mind the Council's overall priorities and the fairness principles. This means that some areas of spend within each outcome have been protected, whilst other areas of spend within outcomes have seen larger reductions, although each outcome had the same overall percentage target. Each outcome has also developed a longer-term plan for the financial years 2015/16 and 2016/17 on the basis of the assumptions made in the Medium Term Financial Strategy.

86. Our approach to setting the budget is summarised under the six outcomes, which correspond to the main headings in our Corporate Plan. As set out in the report to Full Council accompanying last year's budget, the Council has spent

2013/14 actively seeking more efficient ways of delivering our services, with a commitment to make £20m of savings through modernising service delivery. As a result of this, many of the proposals in this year's budget arise from fundamental changes to the way we deliver services, and although may not always be immediately visible will have a profound impact on how the council works in future.

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

<u>Better Health and Wellbeing</u>

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

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

90. We have recently taken over responsibility for Public Health from the NHS. The budget in this area is around £30 million, which is spent on a wide range of programmes and services such as:

- addressing the root causes of ill health by supporting community groups that help people improve their health and wellbeing

- working to improve the quality of housing

- promoting healthier lifestyles through encouraging physical activity, and

- commissioning services such as school nursing, sexual health services, and treatment for people with drug and alcohol problems.

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

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a challenging area for some time and that we will have to make changes to ensure that services are as effective and efficient as they can be, ahead of these national changes which are expected to be introduced after the next general election.

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

93. We are committed to ensuring Sheffield people can stay healthy, stay out of hospital, and live independently at home for as long as possible. The city has set out its priorities in this area in the Health and Wellbeing Strategy and we have clear priorities in our corporate plan – Standing up for Sheffield. We will therefore focus our remaining spending in this area on:

- Doing what we can to help people stay independent, safe and well

- Targeting our support on those that need it most, to reduce health inequalities

- Making sure services in this area are as efficient and effective as possible

- Working more closely with health services so that people get better coordinated help and support.

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

- Providing more information, advice and signposting about services available in the community which people can access directly to support their independence and wellbeing. This also includes working more closely with GPs to support people at risk of needing social care, and providing more support for carers. By getting this right, this will save over £380,000 next year, as well as being much better for the people concerned.

- Only funding services that meet unmet eligible social care needs in the most cost effective way – this will involve reviewing the care packages we provide to both new and existing service users; we expect this to save us over £9m in 2014/15.

- We remain committed to giving people choice or control over how their needs are met, but we will be more mindful of value for money. For example, we won't pay a higher price for someone's personal care if a good quality alternative provider can meet these needs for less. If someone wants to use a more expensive provider then they will have to pay the extra cost themselves

- We will continue to offer people Direct Payments so that they can arrange and pay for their own care if that is their wish. However, we need to make sure that everyone who receives a Direct Payment is able to manage it, and that the arrangements meet their care needs. We will review people's Direct Payments at least every year. Where people are using Direct Payments to buy the same or similar services, we will bulk buy those services on their behalf to get better value for money, saving £250,000, with a particular focus on mental health, where costs have been increasing rapidly in the last few years.

- We will help more people get the financial support they are entitled to from Government, including supporting more people to claim Attendance Allowance if they are entitled to do so. By doing this we aim to reduce the number of people who will need formal social care support, and for those people who do need support, we will no longer meet the cost of care services that are already being funded through other means. This will save the Council around £500,000 next year.

- We will develop new types of accommodation that help people stay independent, safe and well at a lower cost than traditional alternatives, such as residential and nursing care – we think this will be better for the people affected and will save almost £1.2m in 2014/15

- We will help more people to help themselves by offering professional support, physical therapies, and more innovative equipment and technology. This means that we can reduce the level of high cost care as people will be healthier and more independent for longer.

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- We will encourage providers of innovative, more cost effective care and support services to increase the number of people they can support. This will help us reduce our reliance on more expensive providers. This will in some cases lead to us reducing the number of people supported directly by Council services if other providers can provide the same or better standards of care at a lower cost. At the same time we will review and reshape in house Council services to make sure that they are as effective and efficient as possible. Some services that we currently provide will stop as part of these proposals, including the Night Care Visiting Service. In total these areas will save over £5.1m in 2014/15.

95. We plan to make changes we pay for some of the work we do to support people with housing, although this shouldn't have a visible impact for the majority of tenants, but will result in substantial savings for the Council. However, we are proposing to reduce some services or withdraw subsidy for others, including some aspects of sheltered housing – this may mean changes to warden services and increased charges for some services. It will also mean changes to some supported accommodation arrangements to ensure that we are providing cost effective help and support to people that need it. These changes will be partly offset by smaller investments in some services (such as the handyperson's service).

96. In addition we will make significant changes to our staffing structures across this area of work to make sure that they are as effective and efficient as possible. This includes reducing management costs by over £1.2m, reducing duplication between teams following the transfer in to the Council of Sheffield Homes in April 2013, and by reducing business support across this area.

97. Finally, we will continue to work with the NHS to integrate health and adult care services much more closely. This is work which will take some time, but will have significant benefits for service users by providing a much more joined up experience, and should lead to significant cost savings by finding new ways of keeping people out of hospitals and other high cost NHS services. We are also working closely with our local NHS organisations to develop plans for the Better Care Fund, which will begin operating in 2015/16.

Competitive City

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

99. This area also includes our commitment to environmental responsibility. This includes reducing the carbon footprint of our own buildings and vehicles; encouraging Sheffield's businesses to reduce their carbon emissions; and working with our partners to invest in sustainable and affordable energy, such as in our District Heating network.

100. We also want to continue to offer a vibrant mix of cultural and sporting facilities and events. This includes putting on events in the city centre, supporting cultural venues such as the Sheffield Theatres – the Crucible, Studio and the Lyceum; Sheffield Museums – Millennium Gallery, Weston Park Museum, the Graves Gallery; as well as major sporting and cultural facilities such as the Arena, Ponds Forge and the City Hall.

101. We want to create new and improve existing public spaces and buildings so that they are safe and welcoming for businesses and people to use, for example our improvements to the Moor pedestrian area and the new Moor Market,. Much of our work in this area relies on large one-off project funding, and large scale projects will continue to transform the city over the next few years.

102. It also about working with and influencing key partners to improve transport links from Sheffield to other key cities such as London and Manchester, to increase our economic activity.

103. We currently spend about £13 million each year on this area of work. This is about 3% of our net revenue budget – this is in addition to any one-off project funding we receive for projects like the Moor Market.

104. We have already made substantial savings in this area: last year we took the difficult decisions to close Don Valley Stadium and re-open the nearby Woodbourn Road Stadium, in partnership with Sheffield Hallam University. We're also now generating more income from the use of city centre spaces by commercial organisations.

105. As part of this budget, we need to reduce our spending in this area by about £2 million, and by about £5 million over the next three years. Our challenge has two parts: we need to quickly reduce how much we spend and at the same time keep focussing on the ambitions we want to achieve for the city.

106. We will not stop making the city more competitive, but we will need to do so differently. In particular, we are going to have to pay for things in different ways and influence our partners to find new ways of funding activity.

107. In the past we have paid for services and activities ourselves as a council, we are now working with our partners in the private sector to support them to pay for activity themselves. For example, over the last two years we have reduced our direct funding for the Tramlines Urban Music Festival as it has become more established. The organisers of Tramlines have introduced new ways of funding the festival including charging for some events. We are proposing to further reduce our funding, while continuing to support the organisation and management of the event itself. We will extend this approach to other events, including seeking replacement funding for part of the money we give to the World Snooker Championship. Across all of our major events this will save £105,000 in total.

108. We will reduce our subsidy for cultural and sporting organisations in the city, such as Sheffield Theatres, Sheffield Museums, and Sheffield International Venues over the next three years, including making a £214,000 saving in 2014/15. This may affect the programmes and activities that those organisations offer, but we are working with all of the trusts to minimise the impact on quality. We will also see the full year effect of savings decisions taken as part of last year's budget (such as the closure of Don Valley Stadium).

109. We are also looking to find new ways to pay for how we promote Sheffield – including through events such as the World Snooker Championship and Tour de France 2014 – because the amount of money that we can commit continues to reduce. We know that different people benefit when we promote Sheffield and put on events: visitors and the people of Sheffield, and there is a financial benefit for businesses in the city centre, including both retailers and hotels. We need to have a more commercial approach to events and how we market the city. We are therefore looking at whether this type of activity could be funded through other means such as 'Business Improvement Districts', where businesses make a contribution to activities that will attract visitors to the area to work, shop, eat and relax. This follows the successful vote for Sheffield's first Business Improvement District in 2013.

Great Place to Live

110. We want Sheffield to be a city that has successful places and sustainable communities with access to high quality housing, local services, shops, and jobs, as well as having excellent parks, streets and other physical infrastructure. Our ambition is that everyone in Sheffield should have a high quality of life, and that people feel proud of where they live.

111. It means making sure our neighbourhoods are safe and easy to move around through delivering our Streets Ahead scheme to improve our roads and pavements and keep them in good condition. We also want people to be able to choose how they travel about the city whether by bus, tram, cycling or walking.

112. We need to maintain our parks, sports and leisure facilities to encourage people to use and enjoy them, and keep the streets clean by collecting and processing the city's waste and recycling. As well as making Sheffield a better place to live in, all of these help to promote the health of the people of Sheffield as part of our new responsibilities for Public Health. We also want communities to be better able to help themselves and for people to have a say over what happens in their local area.

113. As a local authority, we also provide a number of other services that are legally required. These include planning, pest control, trading standards and health protection services as well as the coroner and bereavement services for the city.

114. We will spend around £130 million, around 27% of the Council's net revenue budget, this year on all these things.

115. Some of the changes we have already made in this area over the last few years include:

- replacing Community Assemblies with lower cost arrangements

- moving to alternate weekly collections of people's waste and recycling.

116. Next year, we need to reduce our budget in this area by a further £7 million, and by about £16 million over the next three years. Not only do we need to reduce how much we spend; we need to do it quickly. The level and pace of change we need to make isn't easy so we will make sure that we keep a close eye on how any changes we make affects different groups of people in the city.

117. The amount of savings we need to find over the next three years in this area means that we need to change the way we do some things or do less.

118. We'll continue to collect and process the city's waste and recycling at the same time as looking at more efficient ways of doing this. For example, we want to make it easier for people to recycle. We will also look to reduce the cost of our contract for waste management by over £1m, but we will make sure that this has no impact on the frequency of bin collections.

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119. We're working with the Passenger Transport Executive to look at what changes could be made to fares, routes and services across our public transport system. And we will review our Streets Ahead programme to renew and maintain roads, pavements and street lighting to identify further savings, whilst minimising any impact on the quality of what will be delivered. We aim to reduce our spending across these two areas by almost £4m next year. We will also make changes to how we grit some roads during bad weather, saving a further £100,000.

120. Our library service is undergoing a major review and a consultation on the proposed changes has recently concluded. The views received will help shape a new structure for the library service that takes into account future needs, whilst still making a contribution of around £1m to our overall savings targets. This will include asking community groups to take over the running of some libraries, whilst still having a core network of council run and staffed hub libraries.

121. Some of the city's local green spaces and parks might also look different as we continue to switch from traditional, formal maintenance to more natural and lower cost land management that will support meadow, wildlife, wild flowers and more trees in some of our parks, saving almost £100,000 per year.

122. Along with these changes, we are also proposing that we increase charges for some of the services we have to provide including pest control, allotments and bereavement services, although there will be no increase in parking charges.

Safe and Secure Communities

123. Sheffield is one of the safest cities in England and anti-social behaviour is much lower than in other similar cities. We want to keep Sheffield safe and make it even safer.

124. As a local authority, we spend a relatively small amount of money keeping Sheffield safe and secure, compared with some other organisations in the city. Our direct spend in this area is less than 1% of our net revenue budget – just under £1 million - compared with South Yorkshire Police's spend of almost £250 million, which is spent on a wide range of activity across the whole of South Yorkshire.

125. We will therefore be working with the Police and Crime Commissioner (PCC) on these proposals. We want to discuss how we can best spend our remaining budget on safety in the city, including how best to align this with South Yorkshire Police's budget. We are already working with the PCC and his staff

to develop a more coordinated and intelligence-led approach, making sure that between ourselves and the Police, our money is being spent where it can have the biggest possible impact.

126. The Council's budget in this area is spent on:

- A small number of Safer Neighbourhood Officers who work alongside the Police in specific areas of the city;

- Running Community Justice Panels, which bring victims and offenders together to resolve conflict and harm;

- A specific budget for small grants to various community-based organisations.

127. In addition to the above, we support specific groups of people - for example, we spend about £9 million supporting people who misuse illegal drugs and alcohol: we know that reducing the harmful impact that drugs and alcohol has on individuals' health has a positive impact on communities as a whole. We also use our enforcement powers, including those associated with requiring, issuing and removing licenses, to make sure that activities don't happen that have a negative effect on safety and security for local communities.

128. We've already made changes in this area - including reducing staff numbers and reducing the amount we spend on funding other groups and organisations. We have also protected some services by working more closely with the Police and PCC.

129. Over the next three years, we need to reduce the amount we spend keeping Sheffield safe and secure by about £300,000. Not only do we need to reduce how much we spend; we need to do it quickly. The level and speed of change we need to make isn't easy so we will make sure that we keep a close eye on how any changes we make affect different groups of people in the city.

130. We will integrate our Safer Neighbourhood Officer team and our Community Safety function so we can create a single street-based response team, which could lead to a more targeted and coordinated response at a local level and a better way of responding to issues. This will cost less than having two separate teams, saving the council £131,000 next year.

131. We plan to be much more targeted about how small grants are spent, based on what the street-level response and anti-social behaviour teams tell us. We will

use part of our remaining budget to create a single fund to for supporting communities in crisis. This will be £75,000 less than we currently spend on grants to community groups in this area , which will have an impact on how many groups are supported and the value of grants made.

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

<u>Successful Children, Young People and Families</u>

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

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

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

- **Keeping children, young people and families safe, healthy and strong and giving every child a great start in life.** Children's social care will always be a priority for us and this is where we spend the majority of our £80 million. This includes residential care, our fostering and adoption services and support for those children and families who live in difficult circumstances and where there is a risk to children and young people's safety. We believe spending money on prevention is an effective and efficient use of our resources, so this includes money spent on helping families before crises hit.

- **Developing skills for life and work and encouraging active, informed and engaged young people into further education, employment or training.** Increasingly we are spending our limited resources in a targeted way, supporting young people and helping those who are most at risk of

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not being in education, employment or training (NEET) when they leave school. This is an area we are leading the way in nationally: we've agreed a deal with Government whereby we have control of the funding and are redesigning and improving the skills system. We're putting much more power in the hands of employers and local businesses, and with other local authorities, agreed to deliver 4,000 new apprenticeships and 2,000 upskilled employees by 2016

- **Supporting schools and children and young people's education being the advocate and champion for Children, Young People and Families and improving the quality of learning outcomes and attainment for all.** The Council's role with schools is changing because all schools and particularly Academy schools are increasingly free to make their decisions about how they are run. Although we don't run schools, and haven't for many years, we do still have an important job ensuring our children and young people achieve their full potential. Our statutory responsibilities haven't changed.

136. We work in partnership with schools and other education providers on the key educational issues affecting the whole city such as school places or support for vulnerable learners. We challenge schools where their performance is not good enough and support them to improve. We provide a number of services to schools for their children and young people, and schools buy many of these services from us, for example school music service, transport for some children with Special Education Needs and some administrative support.

137. Within this area of spending, we've made a lot of changes to how we deliver and pay for services –increasingly working in partnership with others, including schools. We have found savings on management, premises and admin costs and increasing our traded income, whilst protecting, as far as we can, services to children and families.

138. For 2014/15 we need to find further cuts of about £10 million from our current spending on Successful Young People and Families and a further £4 million to address cost pressures. Our challenge is that we have to quickly reduce how much we spend, whilst focusing on the ambitions we want to achieve for the City and ensuring we keep a close eye on the impact of any changes we make, in particular the risks, especially on any particularly affected groups of people and the City in general.

139. Our approach to address this budget challenge will be to continue to:

140. Keep children and young people safe. We will invest in prevention and early intervention, making sure that we do as much as we can to support children and their families before a crisis hits. We have worked hard over recent years to make sure there are better options for children and young people than residential care – such as fostering and adoption placements with families and in community settings. This means we will need to purchase less residential care in the future, which can be very expensive. We think that this will save around £400,000 in 2014/15.

141. We also think we can save around £350,000 in the costs of respite care and short breaks for children with disabilities, by using more local provision. And we will continue to look at our overall approach to transport for children and young people with Special Educational Needs, encouraging independence wherever possible, including reviewing the way in which we use escorts, whilst still keeping children safe.

142. Support young people into further education, employment or training. We will continue our approach of increasingly targeting resources to those who most need our help and where we can have the biggest impact. Focusing our spending on those young people most at risk of offending and anti social behaviour and ensuring young people are active citizens and have a voice and influence over their lives.

143. This is an area where we have prioritised investment and have developed innovative proposals to provide opportunities for young people and which match the training that young people receive with the needs of local employers.

144. As our funding reduces, we will be less able to provide funding for activities for young people. We will reduce the amount we spend on youth services (delivered either through the Council, Sheffield Futures, or voluntary and community organisations) by £2.4m next year by focusing our support primarily on young people who are in most need, and tapering most of our remaining universal or non-targeted provision, instead encouraging and supporting community organisations to provide this sort of activity.

145. We will continue to work in partnership with schools, through the City Wide Learning Body, to give responsibility to schools wherever possible. We will increase the scope of our arrangements with schools, exploring ways to look at increasing services traded with and delivered in partnership with schools. We will continue to ensure that funding for services for those most vulnerable children and young people is prioritised and make sure that any funding

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retained by the Council is spent on key services which support children and young people's education. For example, we will continue to provide statutory educational psychology services free of charge, but we will look to charge schools for the non-statutory elements of our service.

146. We will continue with our approach to reorganising and supporting early years services that we consulted on and began implementing last year. This includes combining Early Years services with our Multi Agency Support Teams to provide a single wrap around approach for families in need of support. In total, we expect to save around a further £1.35m from these efficiencies in 2014/15.

147. Meanwhile, we will continue to be as efficient as possible across all our services. Within this overall approach, we have a number of specific savings proposals, and will be consulting with service users and other interested people and organisations on these and other proposals over the next few months. By restructuring management, business support and other back office functions across services that work with children and young people, we intend to save over £1.8m next year. We will also look to integrate a number of services to release further savings, including mainstreaming the Building Successful Families programme within Multi-Agency Support Teams, saving a total of £1.05m in 2014/15.

148. In the medium term, we are working to develop (with adult services and the NHS) an all age disabilities service from birth to old age, to support individuals to lead independent lives. We are also exploring what opportunities exist to bring together our children and adult safeguarding services. We are investigating whether there are other funding models that might be appropriate for paying for social care services and have been shortlisted for a substantial grant to work with partner organisations to give children the best possible start in life.

Tackling Poverty and Increasing Social Justice

149. Tackling poverty and increasing social justice is a priority for the Council: we know that too many people in Sheffield aren't sure where their next meal is coming from; where they are going to sleep each night; or how they are going to buy clothes for their children. We also know that there are large differences in income, health and education in different parts of the city – and this inequality is bad for everyone.

150. Tackling poverty and increasing social justice will never be achieved by one single budget. It underpins many areas of the Council's spending – for

example, through our Council Housing Service to help people's housing needs; addressing the underachievement of particular groups at school; working to improve deprived areas of the city – and so it is hard to say exactly how much we spend in this area. We do spend about £5 million on specific activities to reduce poverty and disadvantage, in particular:

- Supporting people to get ready for work: because we know that being in work has the biggest single impact on reducing poverty.

- Supporting voluntary and community sector organisations working with people experiencing hardship or addressing the worst effects of poverty.

151. Alongside this specific work, we have demonstrated leadership in how the city as a whole can tackle poverty and increase social justice. For example:

- we established, and coordinated the City's influential Fairness Commission;

- we have introduced a Living Wage for all our staff and are persuading others to do the same;

- we are working hard to make sure that our economy develops through supporting the advancement of the jobs and industries that are key to the development of our city's economy: we want to create a high skill, high wage economy , as well as more jobs

152. In April 2013, the Government replaced Council Tax Benefit with a local scheme of Council Tax support, with about £7 million less money available for us to support people receiving Council Tax benefit.   We also know that when the present welfare reforms have come into full effect, there will be £173 million less per year in the local Sheffield economy.

153. Despite ongoing budget pressures, we are not proposing to change the current arrangements for our Council Tax support scheme – we know that this scheme helps poorer people in Sheffield and so we want to protect this. As a Council we developed a social fund to help mitigate the impact for those in the greatest need to provide support where people are unable to pay the council tax charges – we intend to retain this fund for 2014/15.

154. We have also prioritised investment in providing employment and training for young people. We are in the third year of the Council's flagship Sheffield Apprenticeship Programme and are proud that Sheffield has by far the highest

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proportion of young people in apprenticeships of the Core Cities. We have developed innovative proposals with Government which provide opportunities for young people and matches the training that young people receive with the needs of local employers.

155. Over the next three years, we need to save £1.5 million from the money we spend specifically to reduce poverty and increase social justice.

156. Our proposed approach to making these savings is to focus our funding for voluntary sector organisations on those areas where the VCF sector is best placed to deliver around Tackling Poverty and Increasing Social Justice.

157. For 2014/15, the Voluntary Sector Grants fund will prioritise activity that we know has a direct benefit and works. This will mean continuing to support the delivery of Citizen Advice Services by the newly established Sheffield Citizen Advice and Law Centre (SCALC), the provision of Lunch Clubs provided by older people for older people across the City, support for VCF infrastructure services and a discretionary budget to support activity by the VCF sector that helps the most vulnerable.

158. Because we need to save around £378,000 from the Grant Aid budget, we won't be funding any new projects this year, and we are likely to have to stop funding some activity which we currently fund and which doesn't address the needs of the most vulnerable people. We will seek people's comments and views about our approach for the Voluntary Sector Grants fund soon.

159. We are also prioritising protecting our activity to help people into work. This is because being in work has the biggest single impact on reducing poverty, and if we are successful, we will get greater funding for Sheffield people. Because we think we can attract significant sums of money from Government and other organisations by putting in a small amount of City Council funding, and because we know that getting people into work is good for the economy and for reducing poverty we are not proposing to reduce our budget in this area next year.

160. We will also continue working with other organisations in the city: challenging ourselves and others to implement the findings of the Fairness Commission; and helping people's and organisations' efforts to reduce poverty in ways that will have the biggest possible impact.

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

162. Additionally, the Council is like any large organisation and we rely on effective support to run our business and the services we provide to Sheffield people. This support includes:

- helping our teams to manage their budgets and staff

- providing and maintaining our technology

- helping our teams with legal advice

- making sure we get the best value for money when we buy goods and services

- helping us as a whole Council to manage our performance, finance staff, contracts and our plans for the future

163. Sheffield City Council is also a democratically elected organisation. This means we have specific additional responsibilities associated with running elections and ensuring that the public can engage with the council and have their say on important decisions, and supporting Councillors who make these decisions on behalf of the people of Sheffield. This costs around £3.1 million.

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

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

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

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

168. Most of the savings in this area (£2.7m) this year will come through reducing the size of teams and through restructures. We will also look to save £60,000 by outsourcing the provision of occupational health services and a further £100,000 from externalising the City Wide Care Alarms service. We will also make changes to our contract for facilities and premises management, which will save £500,000. Our proposal to withdraw from the Local Government Association will save £70,000 in 2014/15.

Financing the 2014/15 Budget Requirement

169. The earlier part of this report is concerned with the formulation of the revenue budget and the issues which need to be considered in arriving at a total budget for 2014/15. This section of the report sets out the overall summary position and the statutory determinations relating to total net expenditure and its financing. In accordance with the Local Government Finance Act 1992 (as amended by the Localism Act 2011) the Council is required to make a number of determinations. These will be set out in Appendix 6 and will include:

- a Budget Requirement (a "section 32 calculation")

- a Council Tax Requirement (a section 31A(4) calculation)

- a basic amount of tax (Band D equivalent)

170. 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

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

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Collection Fund

172. The City Council is required to estimate, for Council Tax setting purposes, the projected year-end balance on the Collection Fund. This estimate must take account of payments received to date, the likely level of arrears and provision for bad debts etc, based on information available by 15 January. Taking these factors into account, the projection on 15 January was that the Collection Fund is in surplus with a distribution to the City Council of £0.171m.

Council Tax Base

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

Budget Requirement for 2014/15

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

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

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Council Tax levels

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

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

Precepts

South Yorkshire Police and Fire & Civil Defence Authorities

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

Parish and Town Councils

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

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

178. In 2013/14 the Council received a specific grant of £82k for the purposes of compensating Parish Councils for the loss of council tax income as a result of the introduction of the council tax support scheme. For 2014/15 there is not a specific grant although Government statements have suggested that funding is included in the Finance Settlement and Government has encouraged local authorities to pass this funding to Parish Councils.

179. The council tax base calculations have been revised for 2014/15 to reflect the actual level of CTSS claimants in parish council areas. This has meant that the "lost" council tax income as a result of CTSS is less than was the case in 2013/14. The Council may decide to not give compensation to Parish Councils in 2014/15 as the Council has not received a specific grant for this. However if the Council were to decide to continue to compensate Parish Councils in 2014/15, the level of compensation funding required would be less than in 2013/14 and could be at the levels shown in the above table.

Legal Advice

Responsibility of the Chief Financial Officer

180. Under Part 2 of the Local Government Act 2003, the Chief Finance Officer of an authority is required to report on the following matters:

- the robustness of the estimates made for the purposes of determining its budget requirement for the forthcoming year; and

- the adequacy of the proposed financial reserves.

181. There is a requirement for the authority to have regard to the report of the Chief Finance Officer when making decisions on its budget requirement and level of financial reserves. Details of Reserves are set out in a separate Appendix. The view of the Director of Finance is that Reserves are low (compared to benchmarks) but are not inadequate.

182. In addition, under the Prudential Code framework the Chief Finance Officer of an authority is required to prepare and report upon a series of Prudential and Affordability indicators. These are set out in Appendix 7.

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

184. In determining its budget as in all other matters, an authority should have due regard towards the interest of Council Tax payers and Members must, in arriving at a balanced decision based on the evidence, take into account all relevant information placed before them and ignore irrelevant matters.

185. The proposed budget has been prepared in the context of the requirement for the Council to make significant savings in its overall expenditure. The implementation of some of the proposals in the budget will require Executive decisions. These will be made in accordance with the Leader's Scheme of Executive Delegations, and any further delegations (e.g. from Cabinet) made in accordance with the Leader's Scheme. It is important to note that in making these decisions there will have to be full consideration of all the relevant issues such as the Council's legal duties and contractual obligations (including but not limited to its Equality duties and consideration of any impact on Human Rights).

186. In relation to equalities the Council has a duty to have regard to the need to eliminate discrimination and advance equality of opportunity between all irrespective of whether they fall into a protected category such as race, gender religion etching. Determining the final set of proposals for consideration Officers and Cabinet Members have had regard to how the equality impact assessments will be prepared for specific proposals as identified by each Portfolio prior to decisions being made. The Council needs to be satisfied that it can continue to meet its statutory duties and meet the needs of vulnerable young people and adults. Proposals have been drawn up on the basis that Strategic Directors are satisfied that this will enable them to continue to meet their statutory duties and the needs of the most vulnerable. In some cases further consultation may be required.

187. If the outcome of such further considerations were to present difficulties in adhering to the agreed Council budget, officers would bring further proposals to members as appropriate.

Housing Revenue Account (HRA) Budget

188. This Report concerns the position of the Revenue Account of the Council: i.e. the income and expenditure for the bulk of Council services other than those that are accounted for separately as part of the Housing Revenue Account. A separate report on the HRA budget was considered by Cabinet on 15 January 2014.

The Outlook for 2015/16

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

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

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

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

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

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

- The figure for the Pooled NHS and LA Better Care Fund comprises almost half of the total specific grants. The Better Care Fund was announced in SR13 and involves funding nationally of about £3.8 billion. It is funding that will be in the NHS budget and will be allocated to Clinical Commissioning Groups (CCG's). This will not therefore be coming directly to local authorities and it will be necessary for the Council to agree a plan with the NHS for the use of these resources.

- The Local Welfare Provision Grant is being removed from April 2015. This currently amounts to £2.5m and funds the Council's welfare assistance scheme.

- There are no details of the amount of Administration Subsidy for Housing Benefit and Council Tax Support Scheme administration costs. The Government are carrying out an assessment of the required subsidy levels and the amount the Council may receive is therefore uncertain at this time.

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

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

Treasury Management Strategy

194. As part of its budget decision the Council is required to approve a Treasury Management Strategy for 2014/15. Treasury Management relates to the management of the Council's investments, borrowings, and banking operations.

195. 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.

196. 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.

197. The Sheffield City Council Treasury Management Strategy for 2014/15, including the proposed Annual Investment Strategy, Prudential Indicators, and the Minimum Revenue Provision Policy, is set out in Appendix 7. The responsibility for day to day management of the Council's treasury management activities rests with the Director of Finance and it is recommended that authority for undertaking treasury management activity and relevant reporting be delegated to the Director of Finance.

Financial Implications

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

Workforce Impact

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

200. The potential workforce impact arising from the recommended actions to set the 2014/15 Budget equates to a reduction of approximately 644 full time equivalent posts although the reduction once vacant posts are taken into account falls to 475 posts. The Budget Implementation Plans attached at Appendix 3 contain details of these reductions. This will be managed in the first instance through deleting vacant posts, voluntary early retirement (VER) and voluntary severance (VS) schemes where appropriate and then through the Council's Managing Employee Reductions (MER) procedure to achieve the balance of reductions and redesign services.

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

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

Pay Policy

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

Equality Impact

204. 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

205. This is with regard to people who share Protected Characteristics under the Act and those who don't. This means we need to understand the effect of our policies and practices on equality, this will involve looking at evidence, engaging with people, staff, service users and others and considering the effect of what we do on the whole community. One of the ways in which we do this as a Council is through conducting Equality Impact Assessments (EIAs).

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206. We have undertaken both a corporate EIA on the budget as a whole, as well as individual EIAs on the various proposals that are being recommended as part of the budget. A list of these is available on the Council's website for anyone to request at: Equality Impact Assessments.

207. The Council wide EIA and the individual service EIAs on budget proposals that underpin it are focussed on the impact on the protected characteristics set out in the Equality Act 2010. These include age, disability, race, sex, sexual orientation, religion/belief, gender reassignment, and pregnancy & maternity. In Sheffield, we have also decided to assess the impact on other areas such as the voluntary and community sector, financial exclusion, carers and cohesion.

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

209. 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.

210. Inevitably when funding is reducing year on year at the scale and pace that we are experiencing, there will be an impact on the front-line services we deliver and on some of the work we do with groups who share a protected equality characteristic. We have tried to minimise the impact on the most vulnerable and these groups as far as possible, however we have to make some really tough choices. We are being guided in these choices by our commitment to fairness and our priority areas.

211. A commitment to fairness and social justice is at the heart of the Council's values and in the past year we have supported the city's independently chaired Fairness Commission. It was established to make a non-partisan strategic assessment of the nature, extent, causes and impact of inequalities in the City and to make recommendations for tackling them. The Commission report contained a set of Fairness Principles and these have influenced our priorities.

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212. This year the savings we are required to make are on top of £180 million of savings already made over the past 3 years and this means we are less able to protect frontline services than before. This is particularly relevant in the outcome areas of Better Health and Wellbeing where Adult Social Care has been substantially protected in the last few years having to make fewer savings than other areas.

213. These substantial reductions in funding mean that progress on work on equality and fairness is much more focused on ensuring we do not slide backwards and lose ground in existing areas of inequality and ensure we are doing things fairly, not necessarily about meeting new demands.

214. Also national policies such as welfare reform are adding to the financial pressures facing some communities and are widening existing inequalities. Overall we estimate that over £173m has been taken from the local economy as a result of these welfare reform changes. This equates to £471 per year per every working adult in the city, although this reduction is not spread evenly. These changes are likely to impact on specific groups who already experience inequality such as people on a low income, disabled people and women.

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

- To be a leader and a guarantor of equality and fairness for the city

  o Ensure that appropriate resources are allocated in line with the Fairness Principles

- To ensure our budget, policies and processes are implemented fairly

  o Ensure that equality and fairness issues are considered as an integral part of our decision making process through the use of Equality Impact Assessments

Consultation

216. As part of the development of options for the 2014/15 budget, officers have undertaken a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by decisions taken as part of the budget, and to ensure that they have had an opportunity to put forward other ideas for consideration. All the results of consultation activity will be taken into account when making individual decisions on the proposals. More information about our approach to consulting on the budget proposals can be found in the consultation section of this Revenue Budget Report and in individual service EIAs.

217. These considerations have been discussed with Members in developing our proposals and in advance of any decision being taken at Cabinet or Full Council, including briefing all relevant Cabinet Members on impact assessments related to proposals in their area of responsibility.

Assessment of Impact

218. Our response to this funding challenge has been firstly to find more efficient ways of delivering our services. However, the size of the financial challenge means that efficiency savings alone will not enable us to balance our budgets and so we will be reducing the Council's investment in services next year and in future years. We have provided an outline of our key proposals below under the headings of our Corporate Plan – 'Standing up for Sheffield'.

219. Many of these reductions or changes in provision will occur during the next 2 years and we will be monitoring the impacts on individuals and groups to ensure that any potential negative impact is reduced as far as possible. Our EIAs are 'live' documents and will be subject to change, as proposals or evidence of impact changes.

What do we already know?

220. As well as consultation evidence, we have used monitoring information we already hold in services to help us identify possible impacts and to help shape and inform the EIA process. To help us identify possible impacts requires an understanding of how the city is made up and the issues people face.

221. The 2011 Census Sheffield Facts and Figures and State of Sheffield shows:

- Sheffield's population has grown above the national average and the City Region, rising from 513,000 in 2001 to 552,698 at the time of the 2011 census. This is currently projected to increase to around 600,000 by 2020.

- Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents classifying themselves as non-white British growing from 11% in 2001 to 19% in 2011. BME adults make up 16% of the population and BME children 29%.

- Sheffield has a higher proportion of its population aged 65 years or over (16.7 % or 85,700 people) than the other English Core Cities. This is projected to increase, with the largest increase in the number of people aged over 85.

- The age group that has increased the most from 2001 to 2011 is 16 – 24 we now have 16.7% of our population in this group and a further 18.2% under 16.

- 31% of people live in a one person household whilst 36% of households include children.

- Residents' incomes are around 10-15% lower than the national average. In addition Sheffield is ranked 6th out of 326 against other Local Authorities for low income.

- Life Expectancy in the city is 78.4 years for men and 82.1 years for women and there are greater numbers of women than men in the city, due to higher life expectancy for women.

- While the pay gap between men and women has been reducing, in general men are paid more than women. Women working full-time are paid on average 15.5% less an hour than men for doing work of equivalent value. Women pensioners therefore tend to be poorer than male pensioners.

- There are over 105,000 adults with a long term limiting illness, equivalent to around 20% of the population, with 9% saying this limits their activity a lot

- The Council has 33,000 working age taxpayers who receive council tax support and although fluctuating in December 2013 there were 4120 Council tenants affected by under occupancy*.*

Equalities Impact Overview

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

223. Our approach to the budget is summarised in **6 Outcome Areas** which correspond the [Corporate Plan](#).

224. Each outcome area has been asked to make 15% savings but in line with the principles of fairness. Each outcome area has also developed a longer term plan for 2015 – 17. There are a number of key themes that run through the budget proposals in most Outcome Areas.

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

- Increased 'Managing Employee Reductions' processes to reduce the number of staff employed in certain areas

- Targeting of resources to those most vulnerable, in need and at risk

- Helping people to be independent, safe and well and to make their own choices

- Intervening early and doing more preventative work

- Working with other agencies to help coordinate help and support for vulnerable people

- Better value for money in the services we commission or purchase

- Increasing charges as a way to maintain service levels

- Increasing traded services in non-core areas (such as with schools)

- Reductions in funding to the VC sector in line with reductions to the rest of the Council's budget

- Shifting the focus of public health spend to addressing the root causes of ill health

- Continuing to monitor the impact of changes over the coming year.

225. Overall, the proposals have the potential to impact negatively in some areas and service EIAs have sought to mitigate this however there are also positive impacts identified which are highlighted. Further details of the impacts are contained in individual service EIAs

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

Headline features of the combined Impact Assessment show:

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

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

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

230. Over the past year we have continued to invest in the Voluntary and Community Sector although this has been at reduced levels across outcome areas. Grant Aid will overall reduce by a further 15% this year (in line with the overall Council reductions), however the support we give is more targeted at supporting the most vulnerable. We have also worked with organisations to come together to save costs, for example with the development of the new

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Sheffield Advice and Law Centre which brought a number of existing organisations together to deliver a more streamlined service. We are also streamlining services in areas of housing related support proposing to reduce the number of providers we contract with to deliver services with single points of access. In the next year we will review all Grant Aid spend across the Council.

231. When considering the impact on the VCS the importance of 'social value' is recognised by the 'Best Value' guidance[1], which was published by the Government in September 2011. This states that authorities have a duty[2] to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. The Public Services (Social Value) Act[3] requires us to take social value into consideration when we commission services. In order to do this effectively we will: continue to monitor the impact of changes over the next year, on service changes as well as the knock on effects of reductions on other providers and continue detailed consultation with customers and other stakeholders as specific activities are implemented.

232. We will, target resources to those most in need and at risk; help people to become more independent; where possible intervene earlier and do more preventative work; get even better value for money in the services we purchase; and pursue innovative approaches in service commissioning and design. This relates to both internal and external services. We are proposing some large restructures of Council services and are considering externalising services where appropriate (such as the contract to respond to City Wide Care Alarms and with some care and support services).

233. The Impact Assessment also highlights some positive implications of budget proposals. Examples include improving the process of assessment and support planning for existing and future social care customers whilst ensuring choice and control over support to meet their eligible needs, and reshaping transport to provide services which promote independence. Also as we restructure services

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

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

[3] http://www.legislation.gov.uk/ukpga/2012/3

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both internally and with external providers there should be clearer and more efficient ways to contact services.

Outcome Area Impact Assessments

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

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

- *Review of library service* – the library service is undergoing a major review and a consultation on the proposed changes has recently concluded. The views received have helped shape a new structure for the library service that takes into account future needs and is affordable. An EIA has been carried out on the impact of retaining 11 hub libraries and providing limited funding for up to 5 community-led libraries. Further equality impacts may subsequently be addressed by the determination of the location of the 5 community-led libraries.

- In terms of tackling poverty, the Index of Multiple Deprivation has been included as a demographic indicator in determining need/priorities for hub and community-led libraries. There are 29 neighbourhoods in the city that are within the most 20% deprived within England, in total accounting for 28% of the city's population. The location of library services is acute for this group of people, as the cost of travelling to another library could be a barrier to accessing the service. The availability of free books and internet access is of greater importance when income levels are low. In considering how a comprehensive geographical spread of libraries might be achieved, consideration has included the accessibility by frequent public transport routes.

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- *Discretionary work in pest control-* The proposal is to retain subsidised pest control services for people on benefits. In addition, kennel charges, where a high percentage of customers are on low incomes, will remain the same.

- *Bereavement services* -In 14/15, the proposal is to increase cremation and burial fees. Whilst this brings burial and cremation charges in line with neighbouring authorities, e.g. Rotherham and the commercial operator at Grenoside, such increases potentially have a disproportionate impact on people with low incomes.

- *Allotments* - In 14/15, the proposal is to increase allotment rental fees by 60% (fixed for 2 years until April 2017). To mitigate the impact of this on people with low incomes (those currently in receipt of financial support), a 75% concession will be introduced from 1 April 2014.

- *Increase income by charging* for design services, advertising space and by ensuring full cost recovery in services we provide to others.

- *Winter maintenance* reductions and some road safety work however all of which we indicate we can do, whilst maintaining safety.

- Several EIAs relate to team *restructuring and staff reductions* in a number of areas such as parks, highways and support functions. All changes which result in staffing reductions are subject to managing employee reductions processes

- The priorities/activities in A Great Place to Live probably make the greatest contribution to our priority for Tackling Poverty and Increasing Social Justice, including helping people into work, particularly 16-24 year olds, those who are most vulnerable/furthest from the labour market.

- In addition, ensuring that there is more quality, affordable housing in the city is a significant area of activity that could have an impact on tackling poverty and increasing social justice overall.

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

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

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

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

- *VCS Grant Aid* - we will continue to invest £1,994,950 which represents a 15% saving on last year, in line with other savings across the council. This budget includes the lunch clubs small grants for older people. The grants focus on promoting social inclusion by encourage opportunities for people to contribute to their communities by volunteering and they contribute to tacking poverty and financial exclusion. Some negative equality impacts have been identified resulting from the reductions in overall grant aid funding available, and the fact that some projects that the Council previously supported will no longer receive funding in future.

- *Local Assistance Scheme* – we will continue to provide this crisis support scheme but we will be reviewing welfare support across the Council. This should have no impact on the most vulnerable people, who by definition are the main customers of this area of work.

- When the government replaced Council Tax Benefit with a Local Scheme of Council Tax Support it gave us £7 million less to do so. We are proposing to continue to keep the same support scheme and to retain the social fund support as last year. This means that there will be no additional impact beyond that identified with the introduction of the scheme last year.

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- In the past year we have continued to prioritise support the development of the new Sheffield Citizens' Advice and Law Centre and will continue to do so because of its work with people at risk of debt, financial exclusion and other issues linked to poverty.

240. The **Successful Young People and Families** Area accounts for £80 million of spending or 16% of our budget and another £360 Million is spent by schools on education and another £10 million on public health initiatives. There have been 46 initial EIAs. Assessments have highlighted a significant number of areas where there is a potential risk of medium/ high differential impact. These include the following proposals.

- *Reshaping Youth Services*- this is a continuation of changes underway to restructure services to increase efficiencies which include reducing our contract with Sheffield Futures. We are negotiating with Sheffield Futures to ensure there will be limited impact on young people. Whilst our remaining universal provision would be removed, we will support community organisations to help provide this.

- *Changes to educational psychology, parental engagement team, pupil referral unit and advice and conciliation services*, will include trading more of our services to schools who are increasingly independent from us, this includes financial independence. We will still continue to provide statutory provision in these areas.

- *Changes to SEN transport and changes to Integrated Learning Disability Services* to help encourage independence of young people and help reduce reliance on more expensive out of city provision.

- *Changes to public health contracts* such as Integrated Sexual Health Service and Community health Champions. This will reduce funding but we are working to reduce direct impact on service users.

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

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

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

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

- Targeting funding to the most vulnerable and at risk, and to early intervention and prevention, with support services that are flexible, accessible and of high quality.

- Focussing our reduced budgets on the services that will make the biggest difference to children and young people in Sheffield.

- Developing services to help those who are at the greatest risk of not being in education, training or employment. We have agreed a deal with central government to have greater control of funding, for these areas and we are working with local employers and businesses

- Working in partnership with schools through the City Wide Learning Body as we continue to try to ensure that services for the most vulnerable are prioritised.

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

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

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

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247. The proposals include:

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

- *Consolidating purchasing for high volume mental health services and renegotiation of fees for high cost mental health services.*

- *Retender of Home Care services.*

- Reducing our reliance on expensive internal care and support services, including reviewing in house services such as Complex Needs, Community Support Services, City Wide Care Alarms and assistive technology provision. We will reduce capacity of these services to match demand and ensure value for money.

- *Continuation of the adult social care recovery programme* which includes ensuring consistent assessment processes and only funding services that clearly meet unmet eligible social care needs as cost effectively as possible. We are also working to ensure that where eligible, people get the financial and health care support they are entitled to.

- *Developing new types of accommodation* to help people stay independent so reducing residential and nursing costs

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

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

- Making savings in restructuring and by being innovative in approach whilst protecting the most vulnerable people who need our help and support

- Working with individuals, carers and families to find the most cost effective ways to meet their eligible needs

- Focusing on helping people regain as much of their independence as possible

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- Reshaping services and re tendering to ensure value for money including developing new types of accommodation that help people stay independent, safe and well at a lower cost

- Reducing our reliance on more expensive providers

- Helping more people to help themselves by offering professional support, physical therapies, and more innovative equipment and technology

- We will encourage providers of innovative, more cost effective care and support services to increase the amount of people they can support

- Reducing costs in direct payments by purchasing services that people want in bulk

- Helping more people get the financial support they are entitled to from Government. We will not meet the cost of care and support services that are already funded elsewhere

250. **Safe and Secure Communities -** Our spending in this area is £1 million and just 1% of our budget. We are working closely with South Yorkshire Police and the Police and Crime Commissioner developing our proposals in this area. In addition other spending in different outcome areas for example in Better Health and Wellbeing where we invest in domestic abuse and drug and alcohol services will impact on this Outcome Area. There include only 3 full EIAs in this area and two relate to staff restructuring

251. Proposing to reduce the discretionary grants we give out in this area which could impact on cohesion however grants from a range of other partners such as South Yorkshire Fire and Rescue and the new Police and Crime Commissioner are have been introduced in the past year.

252. Integrating our safer neighbourhood team and community safety functions to create a targeted local response. We are also restructuring and reviewing management functions in these areas and this will have a staff impact.

253. In **Corporate Services** areas which cross **all outcome areas** we spend £25million or 1.8% of the gross spend. £7.7 million is spent on collecting Council tax and business rates and we have reduced spending in this area by £35 million in the last few years. By doing this we have protected front line services. Most initial impacts assessments were 'equality neutral' or low i.e. the

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proposals will not be expected to have a disproportionate impact other than those relating to workforce.

254. *Re -structuring* is taking place in Finance, Customer Services and Human Resources which are being monitored corporately. Staff restructuring is subject to Managing Employee Reductions processes and in the past 2 years of monitoring there has only been a positive impact on workforce diversity.

Cumulative impact

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

256. Older people, disabled people and women will be the most impacted by the changes in Adult Social Care. Young people and parents will be impacted by changes in 'young peoples' services. Some people who have been previously receiving a service will receive a changed, reduced or no service as we focus on the most in need. This will also potentially have a subsequent impact to a carer or a parent.

257. Where charges increase, whether for leisure, cultural or other services, this has the potential to increase barriers to participation to people on a low income, therefore affecting the groups noted above.

258. A further impact across a range of proposals will the transition from one provider to another, which may include moving from one location to another and these changes have the potential for significant impact on those individuals transitioning. We will take this into account in any changes, undertake risk assessments where necessary and provide support for users and carers.

259. There will be an impact on the workforce across all areas given the amount of internal restructuring as a result of the budget proposals and possible staff reductions of a further 600 posts in 2014/15, a significant number of workforce EIAs have been done and a Council wide Managing Employee Reductions (MER) EIA has been completed

260. It is difficult to quantify the cumulative level of impact although mitigations have been highlighted in all EIAs as external factors such as welfare reform are also

impacting negatively on some of the same groups for example, disabled people, carers, young people and women.

261. We will as a Council not invest or provide in as many areas as we did before the reductions started 3 years ago. Services are targeting the most in need and at risk but that does mean that there is reduced universal provision. We are still providing statutory services and we are focusing on the most vulnerable with the resource we have to invest.

Managing Impact: Mitigation

262. Our overall approach is to protect services for those most vulnerable and at risk where possible and to change how we manage and deliver services to make savings. This will have an impact on what the Council can continue to deliver.

263. The year reductions and the scale of the savings required mean there will be impacts upon vulnerable and groups that share protected characteristics. Most impacts relate to age both younger and older people, disabled people, women and people on low incomes. In all these areas some mitigating actions have been identified and will be implemented as part of EIA action plans. For example

- Working with external providers to achieve savings in our large contracts and to achieve this as much as possible through reductions in line with our fairness principles.

- Working with partners to encourage private sector to support activities and events and encouraging commercial activity to promote Sheffield.

- Working to increase our income though fees and charges, full cost recovery, and increased trading of our services, for example with schools to help keep non- core services.

- Continuing where possible with successful schemes from last year that impacted positively such as the apprenticeship schemes, employability programmes, grant aid support. For example we will deliver the City Deal programme designed to deliver 4,000 new apprenticeship places and 2000 up skilled employees. Supporting the integration of the city wide Citizen Advice and Law Centre support through Grant Aid.

- Investing in prevention and delivering targeted support for those most vulnerable or at risk such as in our Building Successful Families Scheme.

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- Continuing to encourage people to be independent, safe and well in both children and adult care such as through direct payments and to continue to reduce reliance on expensive provision outside of Sheffield.

- Reviewing care and support arrangements and re tendering services where applicable to ensure value for money.

- Restructuring management and services to increase efficiencies and create simpler routes of public access. For example Multi Agency Support Teams and Early years Teams, integration of Youth Justice Team and Safer Neighbourhood and Community Safety teams.

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

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

Human Resources Impact Overview

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

266. We have also promoted employee led measures such as voluntary reductions in hours, career breaks and annual leave purchase schemes. We are committed to continue to pay a living wage to Council employees.

267. The council believes that the composition, skills, and commitment of the workforce are vital factors in our ability to deliver effective, efficient responsive and personalised services. We continue to monitor workforce issues, and are aware of the need to address:

268. The degree of occupational segregation within the workforce such as a high proportion of women in the Communities and Children and Young People and Families workforces and a high percentage of men in the Place portfolio

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

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

271. These show possible changes to the diversity of the workforce as a result of staff restructuring and MERs required from some of the budget proposals. It is not yet possible at this stage to predict the precise impact of these processes upon workforce diversity as this can only be known later in the year as the schemes are all worked through. Last year's monitoring of the MER and VER/VS schemes showed no negative disproportionate impact on people who share a protected characteristic and had positive impacts in line with our workforce diversity strategy. See the corporate MER EIA for full details.

272. We will continue to work within our current policies and procedures, which promote workforce diversity to reflect the demographics of the city. We are also working with managers, staff and trade unions to ensure the workforce is viable and appropriate to the council's future operating and service needs, with a balance of skills and experience.

273. Workforce related Impact Assessments are periodically updated and have for example been undertaken as part of MER including Voluntary Early Retirement (VER) and Voluntary Severance (VS), and pay and reward proposals.

Recommendations

274. Members are recommended:

a)   To approve a net Revenue Budget for 2014/15 amounting to £451.248m;

b)   To approve a Band D equivalent Council Tax of £1282.75 for City Council services, i.e. at the same level as 2013/14;

c)   To approve the Revenue Budget allocations and Budget Implementation Plans for each of the services, as set out in **Appendix 2**;

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d) To note that, based on the estimated expenditure level set out in **Appendix 3** to this report, the amounts shown in part B of **Appendix 6** would be calculated by the City Council for the year 2014/15, in accordance with sections 32 to 36 of the Local Government Finance Act 1992;

e) To note the information on the precepts issued by the South Yorkshire Police Authority and the South Yorkshire Fire and Civil Defence Authority, together with the impact of these on the overall amount of Council Tax to be charged in the City Council's area.

f) To consider whether to continue to compensate Parish Councils for the loss of council tax income in 2014/15 and, if so, at what level of compensation;

g) To approve the proposed changes to empty property discounts in respect of council tax;

h) To note the latest 2013/14 budget monitoring position;

i) To approve the Treasury Management and Annual Investment Strategies set out in **Appendix 7** and the recommendations contained therein;

j) To approve the Minimum Revenue Provision (MRP) Statement set out in **Appendix 7**;

k) To agree that authority be delegated to the Director of Finance to undertake Treasury Management activity, to create and amend appropriate Treasury Management Practice Statements and to report on the operation of Treasury Management activity on the terms set out in these documents.

| John Mothersole | Laraine Manley |
| **Chief Executive** | **Executive Director, Resources** |

COST AND DEMAND PRESSURES FOR 2014/15

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

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Resources

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

Children Young People and Families

	BIP ref	**Gross Expenditure £000**	**Gross Income £000**	**Net Expenditure £000**
BUSINESS STRATEGY				
Capacity Planning and Development	CYP 1	2,873	2,873	0
Organisational Development	CYP 2	3,689	461	3,228
Strategic Support Services	CYP 3	253,755	262,682	-8,927
Information Systems	CYP 5	4,802	5,017	-215
Contract Services	CYP 7	16,385	14,529	1,856
Resources Support Services	CYP 9	24,923	24,487	436
Children's Commissioning	CYP 12	2,884	2,395	489
Children's Public Health	CYP 13	15,039	15,039	0
		324,350	327,483	-3,133
CHILDREN & FAMILIES				
Prevention and Early Intervention	CYP 15	9,803	7,069	2,734
Fieldwork Services	CYP 18	17,105	874	16,231
Health Strategy	CYP 23	3,951	1,075	2,876
Learning Difficulties and Disabilities	CYP 25	1,623	130	1,493
Policy and Service Improvement	CYP 26	317	42	275
Provider Services	CYP 28	22,764	4,907	17,857
Safeguarding Children	CYP 33	2,637	1,321	1,316
Placements	CYP 35	14,702	2,061	12,641
Early Years	CYP 38	6,263	1,293	4,970
		79,165	18,772	60,393
INCLUSION & LEARNING SERVICES				
Access & Pupil Services	CYP 40	6,215	5,263	952
Learning & Achievement Services	CYP 43	2,047	906	1,141
Inclusion & Targeted Services	CYP 45	13,716	12,030	1,686
		21,978	18,199	3,779
LIFELONG LEARNING SKILLS & COMMUNITIES				
Employment and Skills	CYP 47	6,310	3,817	2,493
Family and Community Learning	CYP 49	9,452	9,377	75
Performance & Partnerships	CYP 52	1,189	634	555
14-19 Partnership	CYP 53	2,809	2,763	46
Strategic Support	CYP 54	1,592	724	868
Youth	CYP 56	6,816	1,280	5,536
		28,168	18,595	9,573
		453,661	**383,049**	**70,612**

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Directorate	CYPD				
Service	BUSINESS STRATEGY - CYPF				
Planning Entity	CAPACITY PLANNING &DEVELOPMENT (Division)				

Description of core purpose of Planning Entity	Revenue contribution to property and maintenance costs for schools.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,873	(2,873)	-		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	SCHOOLS PREMISES
Description	Revenue contribution to property and maintenance costs for schools.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		2,873	2,873	(2,873)	-

Section 2: Pressures (Form Es) - None Identified

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

Description of core purpose of Planning Entity	This relates to early retirement, redundancy costs and trade union duties in schools, as well as the cost of schools' Human Resources Service.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,689	(461)	3,228		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	BUSINESS DEV & SCHOOL DELIVERY
Description	This reflects the corporate recharges to schools in relation to human resources services to Schools and is funded from the dedicated schools grant
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	188	188	(188)	-

Line	A3
Activity	STAFF COSTS
Description	This relates to the cost of school staff retiring early, the cost of redundancies in schools.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	3,301	201	3,502	(274)	3,228

Section 2: Pressures (Form Es) - None Identified

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	253,755	(262,682)	(8,927)		2.00
Total Savings Made			(200)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	FINANCIAL SUPPORT SERVICES
Description	Sickness Insurance scheme for schools funded by contribution paid by schools.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	2,747	2,747	(2,747)	-

Line	A2
Activity	MANAGEMENT REVIEWS
Description	This budget contains schools contingency funding and traded services with schools.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	2,103	2,103	(5,165)	(3,062)

Line	A3
Activity	SCHOOLS CONTINGENCY
Description	The Schools Contingency Fund consists of resources set aside from the delegated schools budget, with the agreement of schools, for specific purposes linked to limited term school related projects. Also includes Capital Commissioning which identifies CYPF capital priorities across schools, early years, children's homes and youth centres, It then commissions the build or maintenance solution from Property and Facilities management.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	114	248,791	248,905	(254,770)	(5,865)

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Demand
Description	Legal charges for academy conversions

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	200	200	-	200

Line	E2
Activity	Loss of Funding
Description	Education Services Grant (ESG) funding reduction due to Academy conversions

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	900	900

Section 3: Summary of Savings

Line	B1
Activity	Academy Legal Costs
Description	Continue charging schools for legal fees

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

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

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

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

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	ICT CONTRACT
Description	This service provides information technology infrastructure and support to the Portfolio.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	2,744	2,744	(3,036)	(291)

Line	A2
Activity	MANAGEMENT INFORMATION
Description	The service includes Schools' Management Information Systems; Development Team; Information System Team (Social Care); and Improving Information Sharing and Management (IISaM).
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28	945	1,112	2,057	(1,981)	76

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Loss of Funding
Description	Pressure on ICT costs

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	160	160

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

Section 3: Summary of Savings

Line	B1
Activity	Yorkshire and Humber Grid for Learning
Description	Move to alternative business model from block to spot contracts.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(20)	(20)	-	(20)

Line	B2
Activity	Information Systems
Description	Revised staffing structure to meet service demands.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(37)	-	(37)	-	(37)

Line	B3
Activity	ICT Costs
Description	Reduction in use of ICT.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(160)	(160)	-	(160)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	16,385	(14,529)	1,856		18.91
Total Savings Made			(325)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
19	618	15,767	16,385	(14,529)	1,856

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Demand
Description	Special Educational Needs (SEN) Transport - Increased demand for travel

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	200	200	-	200

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

Section 3: Summary of Savings

Line	B1
Activity	School Food Service
Description	Increased income from traded services to schools for catering service.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(25)	(25)

Line	B2
Activity	SEN Transport
Description	Continue progress of independent travel where appropriate, including review of escorts and use of discretionary travel

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

Line	B3
Activity	SEN Transport
Description	Continued increase in availability of appropriate independent travel.

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

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

Description of core purpose of Planning Entity	This area delivers Business Strategy Support Services, Advice and Conciliation, External Funding , income from the 3rd party use of property and insurance cost of property and other cover including employee liability cover.

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

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CENTRAL SUPP COSTS (INC SLAS)
Description	This area delivers Business Strategy Support Services, Advice and Conciliation, Free Entitlement Funding for 2, 3 and 4 year olds, school income for the mandatory and contents insurance and other cover including employee liability.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
26	1,560	21,698	23,257	(23,690)	(433)

Line	A2
Activity	PENSIONS
Description	Pensions and Early Retirement - Contribution to early retirement fixed cost of pension for school staff.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	1,665	1	1,666	(797)	869

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award 1%

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

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

Section 3: Summary of Savings

Line	B1
Activity	Services to Schools
Description	Marketing of traded services to schools - using existing electronic media and communication channels

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(30)	(30)	-	(30)

Line	B2
Activity	Business Strategy Resources
Description	Implementation of Business Strategy and business support review and restructure

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(59)	(50)	(109)	(119)	(228)

Line	B3
Activity	Advice & Conciliation Service
Description	This service will be part of the traded offer to schools and the saving will be made through additional income from schools from April 2014

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(75)	(75)

Line	B4
Activity	Free Early Learning
Description	Recovery of administration costs for providing early learning

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(65)	(65)

Line	B5
Activity	Children's Commissioning Unit
Description	Review and redesign of Children's Commissioning Senior Management arrangements

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

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

Line	B6
Activity	Pay Award 1%
Description	Funded through savings in running costs across the Portfolio

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(46)	-	(46)	-	(46)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(225)	-	(225)	225	-

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

Description of core purpose of Planning Entity	The function works across the Portfolio and with Partners to support service delivery and change; including consultation and engagement with parents, all partnerships and priority work programmes with schools and children's health and well being.

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

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CHILDREN'S COMMISSIONING UNIT
Description	The function works across the Portfolio and with partners to support service delivery and change; including consultation and engagement with partners, all partnerships and priority work programmes with schools and children's health and well being.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	2,046	839	2,884	(2,395)	489

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1
Activity	Parental Engagement
Description	Generating income from parental engagement service offer to schools

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(34)	(34)

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

Description of core purpose of Planning Entity	Public Health aims to improve the health of the population and reduce health inequalities through health protection (stopping people being exposed to risk), health promotion (with individuals, communities and organisations) and through influencing the design of health care services.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	15,039	(15,039)	-		8.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	COMM SERVICES - VOLUNTARY
Description	Services commissioned from Voluntary and Community organisations to promote health in the Early Years and with vulnerable groups.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		395	395	(395)	-

Line	A2
Activity	ENHANCED SERVICES
Description	Enhanced Sexual Health Services delivered in Primary Care by GP Practices and Community Pharmacy. Provision of long acting reversible contraception, emergency hormonal contraception and chlamydia screening.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		244	244	(244)	-

Line	A3
Activity	NHS TRUSTS
Description	Sheffield residents receiving sexual health services out of city.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		119	119	(119)	-

Line	A4
Activity	PUBLIC HEALTH INFRASTRUCURE
Description	CYPF Public Health Team who deliver public health planning and commissioning activity.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	405	70	475	(475)	-

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

Line	A5
Activity	SCH - SCHOOL NURSING
Description	School nurses provide a variety of services such as providing health and sex education within schools, carrying out developmental screening, undertaking health interviews and administering immunisation programmes.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		1,855	1,855	(1,855)	-

Line	A6
Activity	STH - GUM
Description	It is a confidential service at Sheffield Teaching Hospital providing specialist information, advice, counseling, rapid testing and treatment for sexually transmitted infections
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		11,951	11,951	(11,951)	-

Section 2: Pressures (Form Es) - None Identified

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

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	DEVELOPMENT AND QUALITY ASSURA
Description	The budget funds staff within the Prevention and Intervention team. Provides strategic development quality assurance and the delivery of strategic parenting managing and developing commissioned contracts.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
13	289	266	555	(452)	102

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
194	5,127	474	5,600	(5,601)	(0)

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

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
38	1,385	2,263	3,648	(1,016)	2,632

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	1% Pay Award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	66	-	66	-	66

Section 3: Summary of Savings

Line	B1
Activity	Prevention and Assessment Team
Description	Prevention and Assessment Team - Developing a Family Support Model.
	Fund Prevention and Assessment Team from Successful Families in 14/15 and 15/16 as part of service redesign.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(500)	(500)

Line	B2
Activity	Public Health Investment in Early Intervention
Description	Increase focus on Public Health outcomes through the existing early intervention services

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(1,000)	(1,000)

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

Line	B3
Activity	Mainstream Building Successful Families Programme
Description	Integration of Building Successful Families within MAST structure (bringing total savings to £1.05m in 14/15)

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(550)	(550)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	17,105	(874)	16,230		338.88
Total Savings Made			(1,010)		22.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	230	230	(74)	156

Line	A2
Activity	CENTRAL MGT & BUSINESS SUPP
Description	Central Management and Business Support Service consists mainly of the staffing costs supporting the Fieldwork and Fostering and Adoption services. This activity includes business support and business support Management and the administrative running costs of Fieldwork and Fostering and Adoption services. Supporting Fieldwork and Provider services.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
78	2,966	291	3,257	(67)	3,189

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

Line	A3
Activity	FIELDWORK STRATEGY
Description	Contract for services to work with families in crisis to prevent breakdown. Intensive support & counseling around substance abuse. Cost of proceedings including court fees and third party experts. Contact Contracts is demand led as courts impose contact requirement on service for children in care. Multi systemic therapy – an intensive programme to keep 11+ at home reducing care and custody numbers. Implementation and development of a service record management system
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	294	2,490	2,784	(572)	2,212

Line	A4
Activity	OUT OF HOURS, HOSPITALS & PROJ
Description	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 The Out of Hours service operates links to the 101 Shared Service to receive referrals from Social Care, the general public and other agencies where there is concern about a child's welfare where there is a need for an immediate response as a result of significant harm or the risk of family breakdown.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
17	353	36	389	-	389

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

Line	A5
Activity	PERMANENCE & THROUGHCARE
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 midwifes; dentist drop-in; apprenticeships; mental health; Multi Agency Psychological Service.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
52	1,566	931	2,497	(39)	2,458

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
63	2,298	379	2,678	(41)	2,637

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
63	2,471	416	2,887	(41)	2,846

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

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
60	2,062	322	2,384	(41)	2,343

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Loss of Funding
Description	Multi-Systemic Therapy (MST) fall out of funding.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	60	60

Line	E2
Activity	Demand
Description	Legal Fees - demand for social care and current business model.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	250	250	-	250

Line	E3
Activity	Inflation
Description	1% Pay Award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	122	-	122	-	122

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

Section 3: Summary of Savings

Line	B1
Activity	Review of Children and Families structure
Description	A review of Children and Families current structure with a view to streamline the structure. This forms part of total saving of £550k.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	(250)	-	(250)	-	(250)

Line	B2
Activity	Prevention and Assessment Team
Description	Prevention and Assessment Team - First point of Contact. The proposal is a review of processes/systems and structure once Prevention and Assessment Team is in place. The target saving will be achieved through streamlining teams and will not be in front line service provision.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(100)	-	(100)	-	(100)

Line	B3
Activity	Legal Fees
Description	Reduction in the use of external barristers

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(250)	(250)	-	(250)

Line	B4
Activity	Multi Systemic Therapy (MST) fall out of funding
Description	Utilise Successful Families grant and other alternative funding.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(60)	(60)

Line	B5
Activity	Family Contact Service
Description	Increased use of specialist in-house service for regular contact with families.

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

Line	B6
Activity	Business Support
Description	Review and restructure Business Support Service across Children and Families

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12	(250)	-	(250)	-	(250)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,951	(1,075)	2,876		19.22
Total Savings Made			(350)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	HEALTH STRATEGY
Description	This service oversees joint commissioning with NHS colleagues of healthcare and public health services for vulnerable young people and families, primarily substance misuse prevention and treatment services for under 18s, and sexual health services.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	105	577	682	(682)	-

Line	A2
Activity	STRATEGY AND PARTNERSHIP SERVI
Description	Provision of a statutory service providing impartial advice & guidance for parents of children with Special Educational Needs (SEN)

Staffing and associated costs attributed to the implementation of Learning Difficulties and Disabilities (LDD) Strategy

Development of short breaks : increasing access, workforce development provider development, commissioning services based on identified gaps.

Reducing barriers associated with disabled children's access to childcare

Young Carers contract and Direct Payments

Social care's contribution to the multi agency information and SIGN (Sheffield Information Giving Network) |
| Grant Income Source | |

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
17	493	2,776	3,269	(393)	2,876

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Directorate	CYPD
Service	CHILDREN & FAMILIES
Planning Entity	HEALTH STRATEGY (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
-	6	-	6	-	6

Section 3: Summary of Savings

Line	B1
Activity	Respite Care and Short Breaks
Description	Reduction in the cost of external placements through increased local provision.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(350)	(350)	-	(350)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,623	(130)	1,493		48.36
Total Savings Made			(100)		2.50

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CHILDREN WITH DISABILITIES
Description	This area provides a number of services including support for children diagnosed with cancer, children with disabilities and practical support for families to support disabled children in a home setting
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
48	1,402	221	1,623	(130)	1,493

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	1% Pay Award

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

Section 3: Summary of Savings

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

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

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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: • Ofsted Inspection preparation • Establishing and maintaining policies & procedures that ensure statutory compliance • Leading & delivering the social work Recruitment and Retention Strategy • Disseminating research evidence to practitioners and managers • Supporting service delivery of information systems e.g. Information Communication Systems, CareFirst • Undertaking reports required as part of Serious Case Review process

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	317	(42)	275		9.31
Total Savings Made			(150)		3.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	POLICY & SERVICE IMPROVEMENT
Description	Improve outcomes for children and their families by enabling quality service improvement : Ensuring the delivery of service improvement Ofsted Inspection preparation Establishing and maintaining policies and procedures that ensure compliance with statutory requirements Leading and delivering the social work Recruitment and Retention Strategy Disseminating research evidence to practitioners and managers Supporting the service delivery of information systems e.g. CareFirst Undertaking the reports required as part of the Serious Case Review process
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	193	124	317	(42)	275

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	1% Pay Award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	3	-	3	-	3

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

Section 3: Summary of Savings

Line	B1
Activity	Review of Children and Families structure
Description	A review of Children and Families current structure with a view to streamline the structure. This forms part of total saving of £550k.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(150)	-	(150)	-	(150)

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

Description of core purpose of Planning Entity	The Provider Service mission statement is to deliver, monitor and provide the highest quality placements and complimentary services that will endeavour to meet specific assessed needs of children and young people within Sheffield. Service is responsible for the recruitment, preparation and assessment of prospective parents and their support once a child is in placement. Provides secure accommodation via Aldine House which is a safe caring environment. Funds service and strategic commissioning for children and young people's emotional health and wellbeing and short break care for children with disabilities in Sheffield.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	22,764	(4,907)	17,856		281.79
Total Savings Made			(310)		8.50

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
27	951	5,425	6,375	(904)	5,471

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

Line	A2
Activity	CHILDRENS RESIDENTIAL HOMES
Description	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

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.

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.

We aim to achieve positive outcomes for children and young people by working in collaboration with parents, carers, and internal and external partnership agencies.

Our homes aspire to meet the needs of individual young people within a caring family setting. |
| Grant Income Source | |

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
179	6,151	951	7,102	(1,871)	5,231

Line	A3
Activity	FOSTERING
Description	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	1,436	4,827	6,263	(65)	6,198

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

Line	A4
Activity	PLACEMENT STRATEGY
Description	Support for the Corporate Parenting Agenda Board. Looked After and Adopted Children (LAAC) Survey and Pledge. Star Awards Event. Residential provision for Children's Workforce Development. Commissioned service contracts with partnership providers for Care Experience Council and Advocacy/Children's Rights Services / Looked After Nurse provision. Supports schools providing early preventative support to children with emotional and mental health problems.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	42	312	354	(258)	96

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
35	1,516	1,153	2,669	(1,809)	859

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Legislation
Description	Pressure on placement costs

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	400	400	-	400

Line	E2
Activity	Inflation
Description	Increase in fostering allowances.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	80	80	-	80

Line	E3
Activity	Demand
Description	Adoption interagency fee increase.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	60	60	-	60

Line	E4
Activity	Demand
Description	Residential Homes - current provision insufficiently resourced

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	275	-	275	-	275

Line	E5
Activity	Inflation
Description	1% Pay Award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	97	-	97	-	97

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

Section 3: Summary of Savings

Line	B1
Activity	Integration - Youth Justice Service
Description	Effective internal integration - Youth Justice Service Reduce overlap in business support function between Youth Justice Service and Permanence and Throughcare, creating one business support function.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	(250)	-	(250)	-	(250)

Line	B2
Activity	Adoption Interagency fee increase
Description	Use of ring fenced adoption grant in 2014/15.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(60)	(60)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,637	(1,321)	1,316		61.11
Total Savings Made			(190)		5.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	SAFEGUARDING CHILDREN
Description	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: 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. The SSCB and other specialist services are joint funded by partner agencies
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
61	2,163	475	2,637	(1,321)	1,316

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Demand
Description	Independent Review Team.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	90	-	90	-	90

Line	E2
Activity	Inflation
Description	1% Pay Award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	22	-	22	-	22

Section 3: Summary of Savings

Line	B1
Activity	Safeguarding and Independent Reviewing Services
Description	Reduction in Management and Business Support

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(144)	(46)	(190)	-	(190)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	14,702	(2,061)	12,641		7.00
Total Savings Made			(1,640)		5.50

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	PLACEMENTS
Description	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
7	162	14,540	14,702	(2,061)	12,641

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	1% Pay Award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	4	-	4	-	4

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

Section 3: Summary of Savings

Line	B1
Activity	Service Improvement
Description	Service Improvement Team (SIT) and Strategic Contract and Resources Team (SCART) Internal reorganisation of Service Improvement through integration of management and service delivery.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(90)	-	(90)	-	(90)

Line	B2
Activity	Children's Residential
Description	Review of external residential care contract.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(400)	(400)	-	(400)

Line	B3
Activity	Increase in fostering allowances
Description	Funded through planned reduction of external placements (Independent Fostering Agency and Residential)

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(80)	(80)	-	(80)

Line	B4
Activity	Special Guardianship Orders (SGO's)
Description	National requirement being introduced to ensure consistent allowances between SGOs and Fostering, this will be funded from a continuation of increases in the fostering provision.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(400)	(400)	-	(400)

Line	B5
Activity	Placement Budget
Description	Planned reduction of external placements (independent fostering agency and residential).

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(130)	(130)	-	(130)

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

Line	B6
Activity	CWD Placements
Description	This is a re-prioritisation of DSG in order to release cash limit savings

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(390)	(390)

Line	B7
Activity	Review of Children and Families structure
Description	A review of Children and Families current structure with a view to streamline the structure. This forms part of total saving of £550k.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(150)	-	(150)	-	(150)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	6,263	(1,293)	4,970		72.98
Total Savings Made			(1,350)		15.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CHILDREN'S CENTRE
Description	Our ambition is that every child, young person and family achieves their full potential by raising expectations, attainment and enriching experiences. This will be enabled by a strong commitment to high quality services, focusing on school readiness and closing the equalities gap at the end of the foundation stage
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	2,172	320	2,491	(1,199)	1,292

Line	A2
Activity	CITYWIDE SERVICES
Description	Our ambition is that every child, young person and family achieves their full potential by raising expectations, attainment and enriching experiences. This will be enabled by a strong commitment to high quality services, focusing on school readiness and closing the equalities gap at the end of the foundation stage
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	2,320	2,320	(84)	2,236

Line	A3
Activity	PROVIDER SUPPORT
Description	Our ambition is that every child, young person and family achieves their full potential by raising expectations, attainment and enriching experiences. This will be enabled by a strong commitment to high quality services, focusing on school readiness and closing the equalities gap at the end of the foundation stage
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
73	1,260	192	1,452	(10)	1,442

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	1% Pay Award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	35	-	35	-	35

Section 3: Summary of Savings

Line	B1
Activity	Early Years Strategy
Description	Review of early support in line with 2013/14 agreed early years strategy.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(500)	(500)	-	(500)

Line	B2
Activity	Integrated Early Years & Multi Agency Support Team
Description	Effective integration Early Years and Multi Agency Support Team. This is a continuation of the Early Years Strategy commenced in 2013/14 through management and staffing restructure.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15	(550)	-	(550)	-	(550)

Line	B3
Activity	Reduction in contracts for Early Intervention
Description	Further savings as part of the review of early support in line with 2013/14 Early Years strategy

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(300)	(300)	-	(300)

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

Description of core purpose of Planning Entity	The School Organisation Team fulfils the statutory duty to ensure sufficient high quality school places. The Pupil Admissions Team manages all elements of the school admissions process and is supported by the Children Missing From Education Team who work to ensure that all children missing from education are promptly re-engaged with educational provision. The School Liaison function provides a de-escalation service for school issues and includes the lead for services to schools and governors support.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	6,215	(5,263)	952		77.00
Total Savings Made			(1,017)		5.80

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
77	2,698	3,517	6,215	(5,263)	952

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Inclusion and Learning Services 1% Pay Award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	155	-	155	-	155

Line	E2
Activity	Demand
Description	Transport - Travel passes outside the levy

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	250	250	-	250

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

Section 3: Summary of Savings

Line	B1
Activity	Pay Award 1%
Description	Funded through savings in running costs across the Portfolio

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(166)	-	(166)	-	(166)

Line	B2
Activity	Transport (Travel Passes)
Description	Increased cost funded through income from grants, not paying inflation to provider and increasing independent travel to reduce demand for discretionary travel

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(120)	(120)	-	(120)

Line	B3
Activity	Behaviour and Attendance Partnerships
Description	Reductions in management and staffing.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(38)	-	(38)	-	(38)

Line	B4
Activity	E - Learning
Description	E - Learning service to be traded to schools

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(80)	(80)

Line	B5
Activity	Service Management
Description	Reductions in management and business support.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(48)	-	(48)	-	(48)

Line	B6
Activity	Youth Services
Description	Continued reduction in grant funding to the voluntary and community sector

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(20)	(20)	-	(20)

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

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(126)	(44)	(170)	170	-

Line	B8
Activity	Inclusion and Learning Service
Description	This is a re-prioritisation of Dedicated Schools Grant (DSG) in order to release cash limit savings.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(545)	(545)

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

Description of core purpose of Planning Entity	The Learning and Achievement Service provides advocacy for all children and young people's educational outcomes to ensure that they make good progress, with a particular focus on the most vulnerable. In our role as advocate and champion for children, young people and families the Local authority will support, challenge and intervene in schools where necessary.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,047	(906)	1,142		17.00
Total Savings Made			(672)		5.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	LEARNING & ACHIEVING SERVICE
Description	The Learning and Achievement Service (LAS) provides advocacy for all children and young people's educational outcomes in Sheffield, to ensure they reach their full potential. In addition to the role of advocates, LAS also operates a virtual school for looked after children to champion their educational outcomes. Within LAS there are also services such as Every Sheffield Child Articulate and Literate (ESCAL).
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
17	1,677	370	2,047	(906)	1,142

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1
Activity	Consolidation of Learning and Achievement Service
Description	The proposal is to further consolidate the Learning and Achievement Service through re-structuring and reductions in staffing affecting the following areas: Lead Headteachers, Advocacy and Challenge and Foundation Stage.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(312)	-	(312)	-	(312)

Line	B2
Activity	School Improvement Interventions
Description	Reduced costs and increased income from schools for school improvement interventions.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(180)	(180)	-	(180)

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

Line	B3
Activity	School Improvement Interventions
Description	This is a re-prioritisation of Dedicated Schools Grant (DSG) in order to release cash limit savings.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(180)	(180)

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

Description of core purpose of Planning Entity	The identification of the educational needs of individual children and young people with Special Educational Needs and the provision of high quality statutory services including schools to meet those needs. The provision of targeted services or provision to meet the needs of other identified vulnerable groups at risk of underachievement or exclusion within mainstream schools.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	13,716	(12,030)	1,686		148.00
Total Savings Made			(300)		2.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
148	7,317	6,399	13,716	(12,030)	1,686

Section 2: Pressures (Form Es) - None Identified

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

Section 3: Summary of Savings

Line	B1
Activity	Education Psychology Service
Description	While continuing to provide statutory services we will generate income from the non-statutory services this service provides to other partners

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(300)	(300)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(250)	(250)	250	-

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(80)	-	(80)	80	-

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(390)	(390)	390	-

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	6,310	(3,817)	2,493		19.45
Total Savings Made			(300)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CITY DEAL
Description	Management of the City Deal programme across the Sheffield City region on behalf of the Local Enterprise Partnership (LEP).
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	130	2,908	3,038	(3,063)	(25)

Line	A2
Activity	EMPLOYMENT & SKILLS
Description	The team - commissions, through the third sector, the SCC Employability Programme targeting vulnerable adults and young people furthest from the labour market including those with disabilities & mental health conditions, as well as lone parents, ex-offenders and some Black and Minority Ethnic (BME) communities. - operates Opportunity Sheffield brokering job and training opportunities with the city's employers placing jobseekers in work. - implements the Skills Strategy working with stakeholders, including Skills Funding Agency (SFA), to improve the skills levels of the city's workforce. - organises the Sheffield 100 Apprentices programme and manages the City Deal for Skills for the city-region.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16	873	2,399	3,272	(754)	2,518

Section 2: Pressures (Form Es) - None Identified

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

Section 3: Summary of Savings

Line	B2
Activity	Tackling Poverty and Social Justice
Description	Increased Grant Income

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(300)	(300)

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

Description of core purpose of Planning Entity	Organises adult, community and family learning for the city and manages training units. This is entirely externally funded via the Skills Funding Agency and Education Funding Agency Leads Sheffield's Raising the Participation Age strategy Leads on learning provision for 16-25 year olds with Learning Difficulties and Disabilities for Sheffield

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	9,452	(9,377)	75		93.25
Total Savings Made			(400)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	16 - 19
Description	- Commissions and delivers provision for young people Not in Education, Employment or Training (NEETs) and other vulnerable learners - Co-ordinates provision for 16-25 year olds with Learning Difficulties and Disabilities including assessment of need and provision of tailored learning programmes such as New Routes
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	145	2,823	2,968	(2,968)	-

Line	A2
Activity	ADULT & COMMUNITY LEARNING
Description	Holds the Skills Funding Agency (SFA) contract for the city and commissions provision for learners on its behalf. To facilitate this, the service manages extensive partnership working across a range of local learning partnerships, Community Assemblies and with other providers, model now been adopted as a national pilot for the Business Innovation and Skills Community Learning Trusts. The programme is partly delivered by the service's tutors, adult learning in community settings, including basic skills, first steps to employment, English for Speakers of Other Languages, vocational learning and learning for leisure. The programme also includes SFA funded Family Learning, delivered in schools, children's centres and other community settings. These are structured programmes to support parents to support their children's learning and to improve their own basic skills and confidence.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16	834	1,122	1,956	(1,956)	-

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

Line	A3
Activity	EMTAS
Description	The Ethnic Minority and Traveller Achievement Service (EMTAS): - designs and delivers support programmes targeted at under achieving young people from vulnerable communities, specifically BME - has strategic and operational responsibility for mentoring programmes for vulnerable young people - develops prevention and intervention strategies to support cohesion and develop resilient communities
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	387	221	609	(609)	-

Line	A4
Activity	EXTENDED SCHOOLS
Description	Study Support and the Children's University This service contributes to the increased achievement and participation in learning of targeted cohorts of children and young people by continuing to develop: - study support programme is a traded service that is offered to schools. - promoting and celebrating participation in the Children's University, with 8,000 learners currently holding passports, as a direct contribution to school based attainment through enrichment activities.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	170	120	290	(290)	-

Line	A5
Activity	LEARNING SKILL & EMPLOYMENT
Description	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: - the 14 -16 Vocational Skills Programme to enhance the school-based curriculum offer. - apprenticeships for young people and adults. - work based assessments and further education in vocational sectors.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
63	2,116	1,514	3,629	(3,554)	75

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Loss of Funding
Description	Grant fall out - NEETS

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	400	400

Section 3: Summary of Savings

Line	B1
Activity	Grant fall out - (NEET's)
Description	Whilst this specific programme will cease alternative funding has been secured to support NEETS including the Youth Contract (via Prospects) and Ambition Sheffield (via the City Region).

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(400)	(400)	-	(400)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,189	(634)	555		36.04
Total Savings Made			(105)		3.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	PERFORMANCE & PARTNERSHIPS
Description	Performance and Partnerships is responsible for: - performance management and analytical services, ensuring intelligent commissioning by all services. - providing direct support to schools and undertaking joint work with NHS. - management of partnership working arrangements e.g. 0 -19 Partnership and the Children's Trust Executive Board. - providing support for business plans. - coordinating external inspections. - monitoring and reporting on policy developments.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36	1,077	112	1,189	(634)	555

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1
Activity	Review of Performance and Partnership functions
Description	Review and re-structuring of Performance and Partnership functions

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(105)	-	(105)	-	(105)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,809	(2,763)	46		22.52
Total Savings Made			(133)		3.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
23	508	2,302	2,809	(2,763)	46

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1
Activity	Restructure of Management Staffing
Description	Lifelong Learning Skills and Communities - Merger of 14-19 and Families and Communities via achieving change/MER process.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(133)	-	(133)	-	(133)

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

Description of core purpose of Planning Entity	Core Team: Winning external grant/contracts, developing strategic programmes, commissioning learning, skills and employment provision and delivering traded services. The team levered a total of £32.8m for City Deal and Ambition Sheffield over the last 3 years, which the Council manages on behalf of the Local Enterprise Partnership and is pursuing other opportunities to secure further funding. Strategic Support & Development: Completely externally funded and comprising the Grant Administration Unit and Administration teams, the team supports managers at all levels in the delivery of service objectives.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,592	(724)	868		29.28
Total Savings Made			(186)		2.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	STRATEGIC SUPPORT
Description	Lifelong Learning, Skills and Communities Core Team Responsible for: - the management of 14-19 learning, Integrated Youth Services, Employment and Skills, Adult, Community and Family Learning and Community Cohesion. - winning external grants and contract, developing strategic programmes, commissioning learning, skills and employment provision and delivering traded services. - undertaking project and performance monitoring, review and evaluation, liaison with funding bodies and compliance with corporate policies, funding body contractual requirements.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
29	1,183	410	1,592	(724)	868

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Lifelong Learning Skills and Communities 1% Pay Award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	90	-	90	-	90

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

Section 3: Summary of Savings

Line	B1
Activity	Pay Award 1%
Description	Funded through savings in running costs across the Portfolio

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(96)	-	(96)	-	(96)

Line	B2
Activity	Management and Administration
Description	Management and Business support review and re-structure within strategic support and development.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(90)	-	(90)	-	(90)

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

Description of core purpose of Planning Entity	Commissions Community Youth Teams to identify young people at risk of falling out of education, involvement in crime/antisocial behaviour/other poor outcomes and keep them on positive paths through support/advice/guidance. Delivers targeted youth work provision and programmes including street based. Supports voluntary groups to deliver positive activities for young people. Involves Young People in decisions affecting then via Involvement Strategy/Youth Council/Young Inspectors etc.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	6,816	(1,280)	5,536		37.30
Total Savings Made			(2,400)		3.60

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	COMMUNITY YOUTH TEAMS
Description	Directly employs the council staffs who are deployed into Community Youth Teams (CYTs). Identifies and delivers preventative programmes to vulnerable young people at risk involvement in crime and antisocial behaviour. Supports multi agency management arrangements for CYTs including police and health staff.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
30	981	544	1,524	(150)	1,374

Line	A2
Activity	UNIVERSAL SERVICES
Description	Commissions activity through Sheffield Futures and other third sector partners including: - Capacity building to grow grass roots development of positive activities focussed on communities where there are gaps in provision - Direct delivery of targeted youth engagement programmes - Identification, tracking and re-engagement of young people Not in Education, Employment or Training (NEETs) into learning or employment - Youth Involvement through the Youth Cabinet and UK Youth Parliament Members, Young Advisers, Young Inspectors and local youth forums - A traded service in Careers Guidance for schools - Information, Advice and Guidance for vulnerable groups, including young people with Learning Difficulties and Disabilities, Looked after Children, young offenders and young parents - Supports the Duke of Edinburgh scheme - Tailored support for specified groups i.e. LGBT young people
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	329	4,962	5,291	(1,130)	4,161

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

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(1,375)	(1,375)	-	(1,375)

Line	B2
Activity	Embedding Youth Models
Description	More focussed spending on targeted services through multi agency community youth teams for those young people who are most at risk and targeted development of capacity building within existing community groups

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(185)	(670)	(855)	-	(855)

Line	B3
Activity	Youth Services
Description	Continued reduction in grant funding to the voluntary and community sector

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(170)	(170)	-	(170)

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Communities

	BIP ref	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
BUSINESS STRATEGY				
Improvement and Development	COM 1	1,296	170	1,126
Quality and Safeguarding	COM 3	2,072	877	1,195
Executive and Portfolio-wide Services	COM 5	1,137	1,456	-319
		4,505	2,503	2,002
CARE AND SUPPORT				
Joint Learning Disability Service	COM 7	55,595	2,681	52,914
Assessment and Care Management	COM 12	78,883	2,830	76,053
Provider Services	COM 17	14,761	2,840	11,922
Housing Related Services	COM 21	5,555	2,924	2,630
Contributions to Care	COM 23	1,632	32,754	-31,121
		156,426	44,029	112,398
COMMISSIONING				
Housing Commissioning	COM 25	22,245	5,512	16,734
Mental Health Commissioning	COM 28	13,913	1,425	12,488
Social Care Commissioning	COM 31	5,480	1,499	3,981
		41,638	8,436	33,203
COMMUNITY SERVICES				
Community Safety	COM 33	507	66	441
Libraries	COM 35	6,426	1,246	5,180
Locality Management	COM 37	3,183	110	3,073
Public Health	COM 39	12,062	11,633	429
		22,178	13,055	9,123
		224,747	**68,023**	**156,726**

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,296	(170)	1,126		32.04
Total Savings Made			(196)		5.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	INFO MANAGEMENT & SYSTEMS
Description	Information management team and Carefirst team for Communities.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	525	44	569	(44)	525

Line	A2
Activity	POLICY & PERFORMANCE
Description	Business Strategy team ensuring the Portfolio operates as a whole with shared systems and infrastructure within the context of One Council. The team provides performance and business planning for continuous improvement and programme and project management to deliver major change.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
23	722	5	727	(126)	602

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	12	-	12	-	12

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

Line	E2
Activity	Demand
Description	Delivery teams for Service reconfiguration

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	200	-	200	-	200

Section 3: Summary of Savings

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

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

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(76)	(20)	(96)	-	(96)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,072	(877)	1,195		26.63
Total Savings Made			(256)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	QUALITY AND SAFEGUARDING
Description	Adult Safeguarding and mental capacity teams, quality and service standards.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
27	1,787	285	2,072	(877)	1,195

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	18	-	18	-	18

Section 3: Summary of Savings

Line	B1
Activity	Training budget
Description	Review of training budget for Communities

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(176)	(176)	-	(176)

Line	B2
Activity	Review contract for Health Watch with VAS
Description	Review and renegotiate contract for Health Watch with Voluntary Action Sheffield to achieve savings

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(12)	(12)	-	(12)

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

Line	B3
Activity	Review contract with Voiceability
Description	Review and renegotiate complaints advocacy contract with Voiceability to achieve savings

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(8)	(8)	-	(8)

Line	B5
Activity	Rationalise Engagement & Involvement functions
Description	This involves rationalising our services and teams providing Engagement and Involvement functions. This would potentially include Business Strategy Engagement and Involvement, the Council Housing Services community engagement function, and the Joint Learning Disability Services support and engagement function.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(60)	(60)	-	(60)

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

Description of core purpose of Planning Entity	Includes the costs of Communities Executive Director and the Business Strategy Management Team (and support), together with central portfolio overheads.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,137	(1,456)	(319)		16.40
Total Savings Made			(531)		15.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	EXECUTIVE
Description	Executive Director and Business Strategy Management Team and support
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16	725	53	778	(173)	606

Line	A2
Activity	PORTFOLIO-WIDE SERVICES
Description	General, "central" Communities Portfolio overheads
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(377)	736	359	(1,284)	(924)

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award

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

Line	E2
Activity	Inflation
Description	Pay award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	(9)	-	(9)	-	(9)

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

Section 3: Summary of Savings

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

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

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

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

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

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

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

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

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

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

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

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	COMM TENANCY & SHORT BREAKS
Description	Provision of household support to tenants with learning disabilities; and short break respite service
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
19	550	57	608	(206)	402

Line	A2
Activity	EMPLOYMENT TEAM
Description	Provision of employment related support to adults with a learning disability. Includes work based day care and support into open employment
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	323	58	380	(32)	348

Line	A3
Activity	EXTERNAL FUNDING
Description	Team to support and manage programme delivery of LD services including accommodation and out of City placements.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	925	276	1,201	(466)	735

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

Line	A4
Activity	LEARN DISABILITIES FIELDWORK
Description	Social work teams providing information and advice, assessing the support needs of vulnerable people, agreeing and arranging care packages, reviewing care and support.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
42	1,086	49	1,135	(169)	966

Line	A5
Activity	LEARN DISABILITIES MANAGEMENT
Description	Management team and business support part funded by NHS
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	416	28	444	(122)	321

Line	A6
Activity	LEARNING DISABILITIES - OTHER
Description	Specialist teams working on housing and support accommodation developments and general support to services
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	474	145	619	(94)	525

Line	A7
Activity	LOCALITY 1 CORE BUSINESS
Description	In-house provision of accommodation, and related support services, to people with a learning disability. The income for this service is currently received via the Learning Disability Pool (SCC and NHS Sheffield PCT)
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
75	2,414	148	2,562	(34)	2,528

Line	A8
Activity	LOCALITY 2 CORE BUSINESS
Description	In-house provision of accommodation, and related support services, to people with a learning disability. The income for this service is currently received via the Learning Disability Pool (SCC and NHS Sheffield PCT)
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
65	2,158	128	2,286	(73)	2,213

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

Line	A9
Activity	PURCHASING LD
Description	Care purchased from the independent sector, direct payments and self directed support.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(50)	46,033	45,983	(1,485)	44,498

Line	A10
Activity	TRANSPORT
Description	Management of service change with the introduction of personalised transport plans
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	183	195	378	-	378

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	72	-	72	-	72

Line	E3
Activity	Demand
Description	Demographic growth

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	933	933	-	933

Line	E4
Activity	Demand
Description	Full year effect of 13/14 activity

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	7,250	7,250	-	7,250

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

Section 3: Summary of Savings

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(455)	(455)	-	(455)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(3,172)	(3,172)	-	(3,172)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(1,190)	(1,190)	-	(1,190)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
37	(1,100)	-	(1,100)	-	(1,100)

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

Line	B6
Activity	Review staff structure in LD A&CM
Description	Review of assessment and care management teams in learning disability services. Savings via better ways of working and rationalising the significant volumes of project work.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
13	(360)	(320)	(680)	-	(680)

Line	B7
Activity	Continuing Health Care funding decisions
Description	Ongoing negotiation on continuing health care funding - full year effect in 14/15

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(381)	(381)	-	(381)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(369)	(369)	-	(369)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	78,883	(2,830)	76,053		216.45
Total Savings Made			(9,747)		42.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	ADULT SOCIAL CARE PURCHASING
Description	Care purchased from Independent Sector Providers, via direct payments and self directed support. Primarily provision of services where there is statutory duty to meet the required needs. Some service provision of preventative services, to avoid higher levels of need developing (therefore maximising independence and minimising higher cost packages).
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	69,832	69,832	(2,000)	67,832

Line	A2
Activity	COMM ACCESS REABLEMENT SERV.
Description	Team of referral officers, social workers and care managers who provide initial early and preventative intervention and safeguarding through timely assessment, reablement and support to people to access universal services.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20	762	75	837	(37)	800

Line	A3
Activity	COMMUNITY SOCIAL WORK NORTH
Description	Community based service providing personalised support. Assessment and review of needs of vulnerable people and carers. Agree and arrange support packages. Provide ongoing support / Social Work services to enable people to continue to live as independently as possible. Provision of support / protection for very vulnerable people eg Safeguarding, Deprivation of Liberty etc. Statutory duties associated with Community Care Services define the responsibilities to access needs and provide services.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
73	2,872	329	3,201	(61)	3,140

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

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
64	2,569	97	2,666	-	2,666

Line	A5
Activity	HEALTH CARE & HOME ASSESS TEAM
Description	Assessment and Care Management teams who support people living in residential care homes and continuing health team.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11	473	14	487		487

Line	A6
Activity	HOSPITAL & INTERMEDIATE CARE
Description	Hospital and Intermediate Care based services. Assessment and review of needs of vulnerable people and carers. Agree and arrange support packages. Provide ongoing support / Social Work services to enable people to continue to live as independently as possible. Provision of support / protection for very vulnerable people eg Safeguarding, Deprivation of Liberty etc. Statutory duties of powers associated with Community Care Services define the responsibilities to access needs and provide services. The primary function of this service is to support people to return home from hospital safely, avoiding inappropriate hospital admission and provide Social Work support for those with significant health conditions.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
44	1,810	245	2,055	(732)	1,323

Line	A8
Activity	SERVICE MANAGEMENT
Description	Cost of service management team.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(255)	61	(194)	-	(194)

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	76	-	76	-	76

Line	E3
Activity	Demand
Description	Demographic growth

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	825	825	-	825

Line	E4
Activity	Demand
Description	Full year effect of 13/14 activity

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	8,588	8,588	-	8,588

Section 3: Summary of Savings

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(694)	(694)	-	(694)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(4,163)	(4,163)	-	(4,163)

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

Line	B3
Activity	Assessment and Care Management Review
Description	Full year effect savings from 13/14 review of assessment and care management teams.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	(232)	-	(232)	-	(232)

Line	B5
Activity	Portfolio-wide restructure
Description	Portfolio wide restructure following on from top tier restructure - Personalisation team.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	(300)	-	(300)	-	(300)

Line	B6
Activity	Review of Care & Support structure
Description	Realignment of adult assessment & care management function to improve customer pathway and achieve greater efficiency

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
27	(1,000)	-	(1,000)	-	(1,000)

Line	B7
Activity	Continuing Health Care funding decisions
Description	Ongoing negotiation on continuing health care funding - full year effect in 14/15

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(596)	(596)	-	(596)

Line	B9
Activity	Re-tender of the Home Care services
Description	The re-tender of external provider home care services is likely to lead to reduced hourly rates for home care.

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

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

Line	B10
Activity	Increased grant - Integration Funding
Description	Increase in DH integration funding for 14/15. From 2015/16 this funding will be part of the wider Better Care Fund and therefore the assumption at this stage should be that the 14/15 increase is non recurrent. This will be reviewed in advance of 15/16 budget planning in the light of further DH announcements.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(2,000)	(2,000)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(562)	(562)	-	(562)

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

Description of core purpose of Planning Entity	The Social Care Services directly managed by the Council for older people and adults with a physical disability or sensory impairment and their Carers. This includes Home Care, Community Support, City Wide Care Alarms, Adult Placement Shared Lives Service (APSL).

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	14,761	(2,840)	11,922		511.42
Total Savings Made			(3,879)		170.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	ADULT PLACEMENT SHARED LIVES
Description	Provision of long and short term family or community based support provided by approved self employed Carers who have been assessed, trained and supervised by the service. Provision includes day support, befriending, overnight stays and long term placements within the Carers' own home.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	325	1,008	1,333	(99)	1,234

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
403	8,477	942	9,418	(405)	9,013

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

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36	1,001	328	1,329	(2,109)	(780)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
32	224	1,118	1,343	-	1,343

Line	A5
Activity	COMMUNITY SUPPORT SERVICE
Description	In-House provision of social respite via Community Support Services which supports service users to remain in the community as an alternative to residential or nursing care, and respite support for their carers.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
31	902	110	1,012	(227)	785

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

Line	A6
Activity	HEAD OF SERVICE
Description	Includes Major Incident Response and other miscellaneous items managed by the Head of Service which relate to the whole of Adult Provider Services
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	168	159	327	-	327

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

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%

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

Section 3: Summary of Savings

Line	B1
Activity	Review of capacity of Adult Provider Services
Description	Reducing in-house provider services so that capacity matches actual demand.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
66	(1,467)	-	(1,467)	-	(1,467)

Line	B2
Activity	Adult provider services:
Description	Adult Provider Services: Flexible contracting, staffing arrangements and improved rota and sickness management. The Service has implemented flexible contracts and staffing arrangements to meet the varying levels of demand on the Service.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
40	(885)	-	(885)	-	(885)

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

Line	B3
Activity	Adult Provider Services: Management & B S
Description	Proposal to further rationalise the Management and Business Support across Adult Provider Services.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(155)	-	(155)	-	(155)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25	(572)	-	(572)	-	(572)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
34	(800)	-	(800)	-	(800)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	5,555	(2,924)	2,630		106.71
Total Savings Made			(756)		17.50

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	ACCOMODATION & SUPPORT
Description	Provision of accommodation, support and related services for asylum seekers. Responsibility for refugee integration strategy and the intelligence and impact of migrants on the city.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
24	747	1,375	2,123	(1,823)	300

Line	A2
Activity	HOUSING OPTIONS & ADVICE
Description	Statutory homeless services including homeless prevention, homeless assessments and advice. High support family intervention unit. Medical assessments for priorities under lettings policy. Provision of temporary accommodation (including bed & breakfast) for customers owed statutory housing duties.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36	1,079	(336)	742	(428)	315

Line	A3
Activity	HOUSING SERVICES 3
Description	Assessment of needs and supply of equipment for all people with regard to equipment and adaptations to enable them to remain living at home safely.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
47	1,550	1,140	2,690	(674)	2,016

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	40	-	40	-	40

Line	E2
Activity	Loss of Funding
Description	Disabled Facilities Team funded by capital programme

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	187	187

Line	E3
Activity	Loss of Funding
Description	Minor works & adaptations team funded by capital (£216k) has been withdrawn - £150k required to make up short fall

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	150	150

Section 3: Summary of Savings

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	(206)	(150)	(356)	-	(356)

Line	B3
Activity	Review welfare support
Description	Review the support to individuals across the organisation to ensure effective use of resources and reflect demand

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(400)	(400)	-	(400)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,632	(32,754)	(31,121)		45.75
Total Savings Made			(627)		17.60

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CHC INCOME
Description	Continuing Health Care.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-			-	(6,957)	(6,957)

Line	A2
Activity	ILF INCOME
Description	Independent Living Fund Income.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-			-	(373)	(373)

Line	A3
Activity	INTEGRATED CHARGE INCOME
Description	Fairer charging income.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(9,509)	(9,509)

Line	A4
Activity	RESI, NURSE & PTY INCOME
Description	Residential, Nursing and Property income.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-			-	(15,887)	(15,887)

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

Line	A5
Activity	SCAS PROGRAMME TEAM
Description	Service / Project Description.
Grant Income Source	

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

Line	A6
Activity	SOCIAL CARE ACCOUNTS SERVICE
Description	Social Care Accounts Service.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
46	1,471	161	1,632	(27)	1,605

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	19	-	19	-	19

Section 3: Summary of Savings

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(227)	(227)

Line	B2
Activity	Portfolio-wide restructure
Description	Portfolio-wide restructure following on from top tier restructure - Social Care Accounts Service

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	(400)	-	(400)	-	(400)

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Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Description of core purpose of Planning Entity	Activity to get the best out of the city's existing housing through managing the relationship with social landlords and private landlords, and supporting the Council's Housing Service. Commissioning of supported housing from a wide range of providers across the city, and development of new capacity.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	22,245	(5,512)	16,734		64.46
Total Savings Made			(3,247)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CENTRAL OVERHEADS
Description	Housing service support costs including corporately processed Service Level Agreement charges
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15	762	213	975	(758)	217

Line	A2
Activity	HOME OWNERSHIP & BUSINESS MGT
Description	Administration of commissioned housing service including Right to Buy Scheme.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14	653	251	904	(901)	3

Line	A3
Activity	HOUSING RELATED SUPPORT
Description	Maintaining independence for Sheffield Residents through housing related support.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	373	12,094	12,467	(1,855)	10,612

Line	A4
Activity	PRIVATE SECTOR HOUSING
Description	Work with landlords to ensure private sector properties meet statutory standards: to prevent illegal eviction and harassment of private rented tenants; mandatory licensing of Houses in Multiple Occupation (HMO) and enforcement, selective licensing and Empty Homes service.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
21	968	166	1,134	(720)	414

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	Directorate	COMMUNITIES
	Service	COMMISSIONING
	Planning Entity	HOUSING COMMISSIONING (Division)

	Line	A5
	Activity	SOCIAL HOUSING
	Description	Work undertaken by SCC to ensure effective partnership working with other providers. Includes grounds maintenance, Housing Associations strategy and standards and Gypsy and Traveller sites.
	Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	217	6,550	6,767	(1,278)	5,488

Section 2: Summary of Pressures (Form Es)

	Line	E1
	Activity	Inflation
	Description	Pay award @ 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	27	-	27	-	27

	Line	E2
	Activity	Loss of Funding
	Description	Registration & regulation team funded via capital

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	147	-	147	-	147

Section 3: Summary of Savings

	Line	B1
	Activity	Review of Housing Support contracts
	Description	delivered in 13/14

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(444)	(444)	-	(444)

	Line	B2
	Activity	Housing Support: re-negotiation and VFM
	Description	Series of re-negotiations and VFM challenges to increase the efficiency of housing support

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(316)	(316)	-	(316)

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Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Line	B3
Activity	Public Health funding for Housing Support Services
Description	The Council is investing Public Health Funding in our existing 'floating support' contracts, which will be amended where necessary to strengthen their ability to deliver improved public health outcomes.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(1,700)	(1,700)

Line	B4
Activity	Public Health funding for Private Sector Housing
Description	The Council is investing Public Health Funding in additional work on Private Sector Housing standards. This funding will enable us to step-up our proactive enforcement work and improve the condition of private sector housing in Sheffield.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(240)	(240)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(314)	(314)	-	(314)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(233)	(233)	-	(233)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	13,913	(1,425)	12,488		69.11
Total Savings Made			(1,292)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	ASSESSMENT & CARE MGNT-MH
Description	Social work teams (seconded to Sheffield Health and Social Care Foundation Trust) providing information, care and advice including approved social workers, assessing the support needs of vulnerable people, agreeing and arranging care packages, reviewing care and support. Purchasing of care packages form the independent sector and undertaking statutory assessments under the Mental Health Act.
Grant Income Source	

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

Line	A2
Activity	COMMISSIONING MENTAL HEALTH
Description	Partnership grants and support for Carers of people with Mental Health issues.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	24	723	748	(241)	507

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

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

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

Line	A4
Activity	OLDER PEOPLES MENTAL HEALTH
Description	Resource centres provided by SHSCFT under the Section 75 Partnership Agreement providing short term care and day care. Staff employed by SHSCT.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	56	2,484	2,539	(191)	2,348

Line	A5
Activity	SECTOR TEAMS(ASSESSMENT)
Description	Social work teams providing information, advice and care, assessing the support needs of vulnerable people, agreeing and arranging packages, reviewing care and support.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	238	23	261	-	261

Line	A6
Activity	SUBSTANCE MISUSE SERVICES
Description	Care and support for people with drug and alcohol issues.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	118	323	440	(341)	99

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	24	-	24	-	24

Line	E3
Activity	Demand
Description	demographic growth

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	44	44	-	44

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

Line	E4
Activity	Demand
Description	Full year effect of 13/14 activity

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	3,052	3,052	-	3,052

Section 3: Summary of Savings

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(600)	(600)	-	(600)

Line	B9
Activity	Re-negotiation of fees payable for services
Description	Re-negotiation of relatively high cost mental health services to deliver consistent value for money.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(184)	(184)	-	(184)

Line	B10
Activity	Staffing restructures
Description	Restructuring staffing across mental health services - includes reducing posts in hospital liaison and integrating work of transcultural team into Community Mental Health Teams.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(258)	(258)	-	(258)

Line	B11
Activity	Consolidating purchasing for high volume services
Description	Tapering of block contracts that are no longer being utilised and efficiencies associated with moving to bulk buying of services currently being purchased individually by high numbers of people (using direct payments)

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(250)	(250)	-	(250)

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

| Description of core purpose of Planning Entity | Commissioning of services for older people, people with mental health problems and learning disabilities including needs assessment, service redesign, market development and contracting. |

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	5,480	(1,499)	3,981		51.99
Total Savings Made			(322)		7.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	LD STRATEGY & DELIVERY
Description	Housing related support: 1. tenancy support services for people with learning disabilities (including people in supported living services) where supporting people funding contributed to the total budget for care and support and 2. provision of floating tenancy support to people with learning disabilities.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	1,843	1,843	(677)	1,166

Line	A2
Activity	PARTNERSHIP FUNDING & CONTRACT
Description	
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	250	1,301	1,551	(610)	941

Line	A3
Activity	STRATEGIC COMM & PARTNERSHIPS
Description	Contract management: strategic commissioning for adult social care services which are delivered by VCF and private providers. Joint Strategic Needs Assessment, strategy development eg Carers, prevention, BME, Quality in Care Homes. Partnership contract management for Adult Mental Health, resource management for independent Home Care. Includes monitoring of care homes and other care providers.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
45	1,993	93	2,086	(213)	1,874

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	22	-	22	-	22

Line	E2
Activity	Demand
Description	Delivery team for service reconfiguration

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	300	-	300	-	300

Section 3: Summary of Savings

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	(322)	-	(322)	-	(322)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	507	(66)	441		15.10
Total Savings Made			(206)		8.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	POLICY SUPPORT TEAM (PST)
Description	Supports the delivery on key strategic objectives contained with overall strategy and Joint Strategic Intelligence Assessment (JSIA).
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(125)	(75)	(200)	-	(200)

Line	A2
Activity	SAFER COMMUNITIES PARTNERSHIP
Description	This team is responsible for coordinating the Partnership to deliver the city's Community Safety Strategy, JSIA Action Plan and its statutory duties. This partnership has been developed to bring together all strategic partners - Council, Health, Police, Fire, Probation Services, Voluntary Section and range of other support services to achieve the city's ambitions.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
13	475	233	708	(66)	642

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	6	-	6	-	6

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

Section 3: Summary of Savings

Line	B1
Activity	Review SNO and community Safety function
Description	Restructure of community safety.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	(60)	-	(60)	-	(60)

Line	B2
Activity	Reduce the number managers
Description	A reduction in the number of managers in the Community Safety Team will take place.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(71)	-	(71)	-	(71)

Line	B3
Activity	Reduce SCC's discretionary budget
Description	Review SCC's discretionary budget in consultation with affected providers and the wider Voluntary and Community Sector. The review will take into consideration wider spend in the sector through the Council's Grant Aid.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(75)	(75)	-	(75)

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Directorate	COMMUNITIES				
Service	COMMUNITY SERVICES				
Planning Entity	LIBRARIES (Division)				

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	6,426	(1,246)	5,181		187.24
Total Savings Made			(900)		70.89

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	LIBRARIES
Description	The library service is carrying out a detailed review that will determine the future of the service.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
187	3,925	2,502	6,426	(1,246)	5,181

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	49	-	49	-	49

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Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LIBRARIES (Division)

Section 3: Summary of Savings

Line	B1
Activity	Review of Library Service
Description	The library service is carrying out a detailed review that will determine the future of the service.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
71	(991)	119	(872)	(28)	(900)

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

Description of core purpose of Planning Entity	The Locality Management Team facilitates the 7 Local Area Partnerships (LAPs) that support Ward Members at a community level across the City. The team also supports the Voluntary Community Faith (VCF) sector at a local level including community based funding through Grant Aid.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,183	(110)	3,073		14.60
Total Savings Made			(378)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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

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

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

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

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

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

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

Line	A4
Activity	VOLUNTARY SECTOR
Description	The team supports VCF development and supports local communities across the city through reduced management team and structure. This coordinates grant aid funding, /mainstream Council and Partnership funding and has resulted in maximising use of external funding.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	2,033	2,033	(61)	1,972

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay award @ 1%.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	6	-	6	-	6

Section 3: Summary of Savings

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(378)	(378)	-	(378)

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

| Description of core purpose of Planning Entity | Public Health responsibilities transferred to Local Authorities with effect from 1 April 2013. The specific budgets transferred to Communities Portfolio fund prevention and treatment of alcohol and drug dependency, mental health promotion and work to promote the health of people with learning difficulties and other vulnerable adults, general health promotion, and the Community Wellbeing Programme. This is a community based programme operating primarily in the most disadvantaged parts of the City, which builds on community assets to address the root causes of ill health, promote healthier lifestyles and facilitate access to health services. |

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	12,062	(11,633)	429		38.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		1,010	1,010	(1,010)	-

Line	A2
Activity	DRUG & ALCOHOL SERVICES CS
Description	Public Health commissions a range of community based interventions for drugs and alcohol, including brief interventions through to residential rehabilitation. Interventions are aimed at both harm reduction - reducing the spread of blood borne viruses - and recovery from drug dependence. A procurement exercise is underway to reconfigure and streamline the local services to respond to new challenges in terms of drug trends and to deliver "more for less". A key area for the city is in increasing recovery capital and opportunities including links with mutual aid.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15	601	9,258	9,858	(9,430)	429

Line	A3
Activity	IN HOUSE PROVISION CS
Description	In house provision includesa Mental Health initiative, the Health Trainers service largley funded through the CCG andwork to support people with HIV.
Grant Income Source	

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

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

Line	A4
Activity	PUBLIC HEALTH INFRASTRUCTURE C
Description	Public Health infrastructure budget funds public health staff in Communities Portfolio who commission,lead and develop public health interventions including working in partnership with other services and organisations. It includes the support and services non pay budget covering mental health, older people, vulnerable groups, VCF infrastructure, community development and the Healthy Communities Programme.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
23	743	165	908	(908)	-

Section 2: Pressures (Form Es) - None Identified

Place

	BIP ref	**Gross Expenditure £000**	**Gross Income £000**	**Net Expenditure £000**
Business Strategy and Regulation	PLA 1	37,396	9,126	28,270
Capital & Major Projects	PLA 4	9,405	9,092	313
Creative Sheffield	PLA 9	3,833	1,395	2,438
Culture & Environment	PLA 12	27,462	10,284	17,178
Marketing Sheffield	PLA 18	913	134	779
Public Health	PLA 20	3,418	3,418	0
Regeneration & Development Services	PLA 21	68,878	18,258	50,620
		151,305	**51,707**	**99,598**

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	37,396	(9,126)	28,270		157.29
Total Savings Made			(1,450)		2.50

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CORONER				
Description	The Coroner's service investigates unexplained deaths, carrying out post-mortems and hosts the Coroner's Court.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	336	586	922	(419)	503

Line	A3				
Activity	ENVIRONMENTAL REGULATIONS				
Description	Environmental Regulations covers a range of activities including Environmental Protection, Health Protection, Trading Standards and Pest Control. The majority of activity relates to the implementation of legally enforceable measures. The service exists to keep the city safe and healthy while protecting the environment.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
97	3,667	764	4,431	(908)	3,523

Line	A5				
Activity	LICENSING				
Description	Delivery of the Councils' legal / statutory / non-statutory licensing functions in relation to safety of sports grounds, taxi's, alcohol and entertainment (pubs, clubs, theatres, cinemas. Off licence, take always etc.) gambling premises (Casino's, betting shops, bingo halls etc) sex establishments, street collections, house to house collections, pet shops, dangerous wild animals etc.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
22	740	235	975	(1,130)	(156)

Line	A6				
Activity	MEDICO LEGAL				
Description	The Medico legal centre provides mortuary services to the Coroner, supporting the investigation of unexplained deaths.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	413	191	604	(112)	492

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

Line	A7
Activity	PORTFOLIO WIDE LEADERSHIP & ST
Description	Business Strategy which covers the Place portfolio, leading on strategic development, organisational capability, resource management, programme and performance management, and internal and corporate controls.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
21	991	192	1,184	(279)	905

Line	A9
Activity	WASTE MANAGEMENT
Description	Household waste collection and treatment services provided through outsourced integrated waste management contract with Veolia. The long term contract, to 2036, included the development of the Energy Recovery Facility, enabling the city to recover energy from waste and achieve one of the highest landfill diversion rates in the country. The budget includes a small client team responsible for the management of the contract and development of the strategy for managing waste in the city.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	181	29,099	29,280	(6,278)	23,003

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Legislation
Description	Service Efficiencies impact on Fees

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	200	200

Line	E2
Activity	Inflation
Description	Provision for 1% pay award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	63	-	63	-	63

Line	E3
Activity	Inflation
Description	Rent and Rates increase of 3%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	1	1	-	1

Line	E4
Activity	Inflation
Description	Provision for energy Inflation at 10%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	8	8	-	8

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

Line	E5
Activity	Inflation
Description	Provision for 3% inflation on Waste contract

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	840	840	-	840

Line	E6
Activity	Legislation
Description	Increase of £8 per tonne for Landfill Tax

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	60	60	-	60

Line	E7
Activity	Loss of Funding/Income
Description	Development Fund

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	200	200	-	200

Section 3: Summary of Savings

Line	B1
Activity	Environmental Regulations Efficiency
Description	Combination of increased charges / process redesign (including streamlined processes, increased capture of overhead costs following value for money review).

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(46)	-	(46)	(34)	(80)

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

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

Line	B3
Activity	Waste Management cost reduction
Description	Identify levers to release savings of up to 15% over the next three years from the integrated waste management contract, balanced against budget pressures and other risks. This will be achieved through contract restructuring, operational efficiencies and improved commerciality.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(1,150)	(1,150)	-	(1,150)

Line	B4
Activity	Restructure of Place Strategy Team
Description	Restructure of Place Strategy Team including deletion of 1 FTE post

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(20)	-	(20)	-	(20)

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

Description of core purpose of Planning Entity	To lead the City Council's major capital projects – city developments, housing, operational and non-operational buildings and infrastructure. Also responsible for property services, design services, energy management and commercial property including markets. The Service through the Director also provides the Chief Property Officer of the Council, for Corporate property matters reporting to the Executive Director, Resources.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	9,405	(9,092)	313		126.00
Total Savings Made			(569)		8.90

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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

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

Line	A2
Activity	CAPITAL DELIVERY SERVICE
Description	The development and delivery agent for all council-led and procured building and construction projects. The service ensures that projects, including building, construction and development projects are scoped, developed, procured, delivered and managed as efficiently, economically and successfully as possible whilst delivering the required outcomes to the highest possible quality and ensuring that the requisite corporate processes are followed.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
76	2,976	225	3,201	(3,525)	(325)

Line	A3
Activity	CARBON REDUCTION
Description	Carbon Reduction Commitment (CRC) Energy Efficiency Scheme - is a mandatory Government scheme administered by the Environment Agency. The Council qualifies as a CRC 'participating organisation' and is required to report annually on energy used by sites and supplies specified under CRC rules, and to buy 1 'carbon allowance' for each tonne of CO_2 emitted as a result of using that energy. The CRC budget is for the purchase of carbon allowances and other fees due under the CRC scheme.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		479	479		479

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

Line	A5
Activity	COMMERCIAL ESTATE
Description	Corporate Asset Strategy, Management of the Commercial, Rural and Agricultural Estates, Client Management of Kier Asset Partnership Services Property Consultancy including, Valuation, Rating Advice, Acquisitions and Disposals, Asset Rationalisation Work, Major Projects Property Negotiation.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	512	1,876	2,389	(2,764)	(376)

Line	A6
Activity	EMERGENCY PLANNING
Description	The Emergency Planning Shared Service Rotherham & Sheffield is responsible for leading and co-ordinating the council's preparations for, response to and recovery from a major incident which may affect Sheffield. Their plans and actions comply with the Civil Contingencies Act 2004, other government guidance and also take into account the needs of our residents, the emergency services, neighbouring Local Authorities, and other emergency responders.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	108	230	338	(111)	227

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	2	50	52	-	52

Line	A8
Activity	NEW RETAIL QUARTER
Description	The City Council's Primary Objective is to enable the development of an extensive high quality retail led mixed use scheme incorporating leisure, food and drink uses in the City Centre.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	1	54	55	(14)	41

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

Line	A9
Activity	SHEFFIELD CITY MARKETS
Description	Provision of the City and District markets service including operational and staffing costs associated with wholesale, retail, street trading and visiting markets.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
31	1,053	1,460	2,513	(2,358)	155

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	2	-	2	-	2

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10	301	76	377	(320)	57

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	General salaries inflation of 1% across Capital Delivery Service and Environmental Strategy

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	37	-	37	-	37

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

Line	E2
Activity	Inflation
Description	General salaries inflation of 1% across New Retail Quarter and Strategic Housing

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3	-	3	-	3

Line	E3
Activity	Legislation
Description	Increased cost on the Carbon Reduction tax

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	50	50	-	50

Line	E4
Activity	Loss of Funding
Description	Loss of income recharge due to the termination of the contract with Hammerson.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	76	76

Line	E5
Activity	Loss of Funding
Description	Expected reduction in income due to changes in workload and funding pressures.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	350	350

Section 3: Summary of Savings

Line	B1
Activity	Sustainable Development Self Financing Model
Description	Self financing model to fund project activity. No subsidy through General Fund.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(143)	(143)

Line	B2
Activity	New Retail Quarter
Description	Reduction of 1 DG post due to the termination of the contract with Hammerson

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(76)	-	(76)	-	(76)

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

Line	B3
Activity	Capital Delivery Service
Description	Expected reduction in income due to changes in workload and funding pressures. This will be mitigated through service efficiency measures that are proposed to reduce service overhead staffing costs (support and management) through process improvements and efficiencies and reductions in overhead costs. The reductions in staffing will enable the profit target to be maintained despite the reductions in income.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	(350)	-	(350)	-	(350)

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

Description of core purpose of Planning Entity	Creative Sheffield is the economic development service of the Council. It is responsible for the development, delivery and monitoring of Sheffield's economic strategy as well as delivering business facing services of enterprise, inward investment and sector development.

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

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	ACCOUNTABLE BODY PROJECTS
Description	Projects for which Sheffield City Council acts as the accountable body.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		228	228	(228)	-

Line	A2
Activity	CORPORATE CS MGT
Description	Management and all operational costs of the service for Creative Sheffield and Marketing Sheffield and in year activity budgets.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	229	165	394	-	394

Line	A3
Activity	ENTERPRISE
Description	Delivery of a range of core business support programmes that assist business to start up and grow.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8	299	1,759	2,058	(675)	1,383

Line	A4
Activity	SECTOR GROWTH
Description	Delivery of core investment and sector development activities that attract external investment into Sheffield, support key employers, and drives growth in our key industry sectors.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	450	(442)	9	(492)	(483)

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

Line	A5
Activity	STRATEGY AND SKILLS
Description	Economic policy and strategy support and activities that promote the development and retention of high level skills and graduate utilisation in Sheffield.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	176	968	1,144	-	1,144

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Inflation on salaries at 1% across all divisions

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	13	-	13	-	13

Line	E2
Activity	Inflation
Description	Rent and Rates inflation at 3%.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	4	4	-	4

Line	E3
Activity	Inflation
Description	Energy inflation at 10%.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	2	2	-	2

Section 3: Summary of Savings

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

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

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

Line	B2
Activity	Efficiency
Description	Target reduction in overheads associated with reduced costs of accommodation

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

Line	B3
Activity	Service Reduction
Description	Reduction in enterprise and business growth functions - including rationalisation of existing teams and reduced delivery. We currenlty invest in SENTA Growth Advisors, the Business Transformation Team and the Sector Growth and Key Account Managment functions to delvier core business growth support. With a restructure and merger of these teams and a reduced re-procurement of external support, we believe that we can offer a very effective and improved growth service and deliver a significant saving.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(200)	(160)	(360)	-	(360)

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

Description of core purpose of Planning Entity	This service area delivers a range of in-house services and also commissions major sports and cultural services from trusts. Services include:- Parks and Countryside, Activity Sheffield, sports and leisure facilities, city centre management, city events (arts, sports and parks), museums, theatres, galleries and the City Hall.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	27,462	(10,284)	17,178		323.38
Total Savings Made			(1,872)		9.20

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36	1,210	497	1,707	(1,103)	604

Line	A2
Activity	ARTS STRATEGY
Description	Business development and delivering key projects for arts and culture in the city. Specifically, facilitating the implementation of the strategic projects and working with partners and organisations across the city to maximise the impact of culture.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	63	29	92	-	92

Line	A3
Activity	BEREAVEMENT SERVICES
Description	Providing a burial & cremation service, managing City Road and Hutcliffe Wood Crematoria, and 16 Cemeteries across the city. Provision of memorialisation, including bronze plaques, Book of Remembrance.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
43	1,379	1,197	2,576	(2,877)	(301)

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

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
26	770	1,233	2,003	(828)	1,176

Line	A5
Activity	DIRECTOR CULTURE & ENVIRONMENT
Description	Leadership of the Culture & Environment services, plus leadership of key strategies, projects and partnerships.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	109	141	249	(50)	199

Line	A6
Activity	EVENTS
Description	To provide a city events calendar including city and community events. Through exploiting present and future opportunities the events team will work to maximise the value that events give to the city in terms of profile, economics, creativity and community cohesion. The team will provide a range of delivery methods which will include direct delivery, support to other event owners and commissioning.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12	359	1,151	1,510	(371)	1,139

Line	A7
Activity	PARKS AND COUNTRYSIDE
Description	Management, maintenance and development of the city's parks, green spaces and countryside. Includes parks & public realm, countryside & environment, policy & projects. Key functions include implementing Sheffield's Green & Open Spaces Strategy, tree & woodland management and maintenance, Rangers service, ecology function including biodiversity statutory duty, facility management including sports provision, playgrounds, allotments & community food growing, city, district & local parks, Botanical Gardens, animal farm, community forestry, volunteer partnerships development & support, floral displays, graffiti removal, and visitor and destination facilities.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
204	6,335	4,457	10,792	(4,613)	6,179

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

Line	A8
Activity	PARTNERSHIPS & SPECIAL PROJECT
Description	The Partnerships and Special Projects section deals with the relationships with the leisure/sports and cultural trusts. They all deliver services that are viewed as important to the Council in terms of its strategic objectives and play a key part in influencing the city's economic, social, educational and health priorities.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	50	8,483	8,532	(443)	8,090

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay inflation 1% for Arts,City Centre Management, and Events teams.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	13	-	13	-	13

Line	E2
Activity	Inflation
Description	Pay inflation 1% - Bereavement, Director and Parks.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	75	-	75	-	75

Line	E3
Activity	Inflation
Description	Rent & rates inflation 3% and energy inflation 10% across City Centre Management and Trusts facilities.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	40	40	-	40

Line	E4
Activity	Inflation
Description	Rent & rates inflation 3% and energy 10% inflation for Bereavement, Director & Parks.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	45	45	-	45

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

Line	E5
Activity	Loss of Funding
Description	Additional Trusts support.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	130	130	-	130

Section 3: Summary of Savings

Line	B1
Activity	City Centre Management
Description	Staff reduction (Horticultural Operative) (£25k), Reduced Prudential Borrowing Fees (£23k), Increase in commercial income (£38k) & increase in CCTV and CRAC Radio income (£42k)

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(25)	(23)	(48)	(80)	(128)

Line	B2
Activity	Don Valley Stadium Closure - FYE
Description	Full year saving of Don Valley Stadium closure

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(650)	(650)	-	(650)

Line	B3
Activity	Reduction in STT Grant
Description	Agreed reduction in annual grant to Theatre Trusts

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(64)	(64)	-	(64)

Line	B4
Activity	Reduction in Events budget
Description	Reduction in events budget, staff reduction (£20k) and increase income (£30k)

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(20)	(20)	(40)	(30)	(70)

Line	B5
Activity	Museums Sheffield - Reduction in Subsidy
Description	Agreed Museums Sheffield reduction in subsidy

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(150)	(150)	-	(150)

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

Line	B6
Activity	C&E Efficiency Savings
Description	Additional income and expenditure efficiencies identified across the whole service area following a review of the 2012/13 out-turn

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(80)	(80)	(50)	(130)

Line	B7
Activity	Allotments Income
Description	Increase fees on allotment rents. Advised last year as part of 12 month notice period.

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

Line	B8
Activity	Increase Bereavement and Parks Income
Description	Increase fees on bereavement services (5% cremation fees and 7% burial fees) and increase in general income in Parks

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(90)	(90)

Line	B9
Activity	Urban Country Parks
Description	Urban Country parks. Switch from formal to informal management/maintenance regimes.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(68)	(32)	(100)	-	(100)

Line	B10
Activity	Parks Operating Efficiencies
Description	Staffing reductions (mainly via vacancy management) and savings on cleaning costs and ICT costs.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(75)	(50)	(125)	-	(125)

Line	B11
Activity	Stocksbridge Leisure Centre – Full year effect of Withdrawal of subsidy
Description	Stocksbridge Leisure Centre - Full year effect of 2013/14 savings.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(125)	(125)	-	(125)

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

Line	B12
Activity	Sports Facilities Income and Efficiencies
Description	Cut in grant to Sheffield International Venues.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(90)	(90)	-	(90)

Line	B13
Activity	Activity Sheffield
Description	Reduced Outreach programmes, service redesign, operational savings and increased income

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(37)	(31)	(68)	(32)	(100)

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

Description of core purpose of Planning Entity	Strategic marketing of Sheffield as a destination to key target audiences of trade, talent and tourism.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	913	(134)	779		9.24
Total Savings Made			(115)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	MAJOR EVENTS
Description	Commisioning major events including World Snooker, DocFest and MADE festival
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	428	428	-	428

Line	A2
Activity	MARKETING SHEFFIELD
Description	Strategic Marketing of Sheffield as a destination to key target audiences of Trade, Talent and Tourism. This involves Trade Marketing of the city through the creation of on-line and off-line marketing materials and strategic business events such as the MADE Festival, The Global Manufacturing Festival and the 100 Years of Stainless Steel initiative in 2013. Marketing Sheffield is also responsible for driving the visitor economy, this includes operating the Tourist Information Centre, the Welcome to Sheffield website/guide, and partnerships with national Tourism agency and relevant regional Tourism partners. Marketing Sheffield also operates the Sheffield Convention Bureau - attracting high profile conferences 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
9	349	136	485	(134)	351

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay inflation 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	3	-	3	-	3

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

Section 3: Summary of Savings

Line	B1
Activity	Cease Subscriptions
Description	Cease Visit Peak District subscription

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(10)	(10)	-	(10)

Line	B2
Activity	Reduce Financial Subsidy to major events
Description	Withdrawal of financial subsidy to "Tramlines" festival (£42k) , seek replacement funder to support part of World Snooker funding (£125k,) less £50k MADE contribution and £12k contingency

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(105)	(105)	-	(105)

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

Description of core purpose of Planning Entity	The purpose of the service is to contribute to Sheffield being a healthy and successful city by: tackling social determinants of ill health, health improvement programmes, tackling inequalities in health, increasing access to services and improving services. The service leads public health action on several key policy areas – such as tobacco control interventions to help people to live smoke free lives, obesity and food and environment and health. It supports stakeholders by providing a health perspective to ensure that projects and services have a positive impact on health and provide public health support on some of the root causes of ill health, for example, air quality, and transport issues to help prevent health problems and address health inequalities.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,418	(3,418)	-		7.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	TOBAC, OBES, ENV & SUST
Description	The purpose of the service is to contribute to Sheffield being a healthy and successful city by: tackling social determinants of ill health, health improvement programmes, tackling inequalities in health, increasing access to services and improving services. The service leads public health action on several key policy areas – such as tobacco control interventions to help people to live smoke free lives, obesity and food and environment and health – through to commissioning specific frontline health services for the population, such as stop smoking services, weight management services and community dieticians for the community.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	391	3,027	3,418	(3,418)	-

Section 2: Pressures (Form Es) - None Identified

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

Description of core purpose of Planning Entity	Regeneration and Development Services is responsible for the physical development of the City and promoting sustainable regeneration. This includes regeneration of Neighbourhoods and the City Centre, Housing Strategy and delivery of the Sheffield Local Housing Company; Spatial Development plans, development management, urban design and environmental planning; Building Standards and flood prevention; All client Highway Services including car parking and traffic information and control; Transport policy and programmes, and air quality management.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	68,878	(18,258)	50,620		406.44
Total Savings Made			(6,082)		23.70

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CITY DEVELOPMENT DIVISION
Description	Provides professional support and project management for City Centre and upper and lower Don Valley priority areas.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10	371	104	475	(401)	74

Line	A2
Activity	HIGHWAY MAINTENANCE DIVISION
Description	Management of the Streets Ahead Contract Provision of a Development Control and Adoptions Service Provision of a Highways Records Service Delivery of Highways related infrastructure programme and works Provision of a Flood & Water Management Regulatory Service
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
53	2,742	48,810	51,552	(998)	50,554

Line	A3
Activity	MANAGEMENT & SUPPORT DEVS
Description	Provides management, administration and general support for Development Services
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(296)	108	(188)	-	(188)

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

Line	A4
Activity	PLANNING SERVICES
Description	Statutory planning and building control service, including plan making, development management and projects. Support housing and economic regeneration and delivery and strategic core priorities to achieve a Competitive City and a Great Place to Live. To prepare planning briefs for key sites, protect what is special about Sheffield including it's Conservation Areas and Listed Buildings and achieve design quality in new development. To design major new greenspace and public realm and South Street park. Includes Building Standards trading account, the externally funded South Yorkshire Forest Partnership and the jointly funded South Yorkshire Archaeology Service.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
130	4,400	425	4,824	(3,503)	1,321

Line	A5
Activity	PRECEPTS AND LEVIES
Description	The Environment Agency charge Sheffield City Council a levy to cover flood defence for main rivers in the Sheffield area. Flood defence money is spent on the construction of new flood defence schemes, the maintenance of the river system and existing flood defences and the flood warning system.

Sheffield City Council procures a core bus service via South Yorkshire Passenger Transport Executive to serve Sheffield on Boxing Day and New Year's Day and assist people travelling around the city, when no commercial operators run. |
| Grant Income Source | |

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	1,384	1,384	-	1,384

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

Line	A6
Activity	SUSTAINABLE CITY
Description	The Service provides the following services: Delivers Housing and Neighbourhood Regeneration programmes Professional and project management support to Housing and Neighbourhood Investment Programmes. Provision of non-housing HRA asset management Provision of a Regional Loans Service Delivery of the Sheffield Housing Company Leads on the development of Corporate Housing Strategy and Policy, including City-region strategy development. Supports the Sheffield City Region (SCR) Housing and Regeneration Board, a sub-board of the SCR Local Economic Partnership (LEP). Low Carbon/low emission vehicle programmes Corporate Environmental resilience and responsibility Corporate and City Sustainability Strategy Works closely with external funding agencies and other partners, as well as working with other stakeholder including community and residents groups.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
34	1,000	538	1,537	(1,926)	(388)

Line	A7
Activity	TRANSPORT TRAFFIC & PARKING SE
Description	To plan, administer, co-ordinate and regulate activities on the City's highways in order to provide for the safe and efficient movement of people and goods around Sheffield. Main service areas within Transport, Traffic and Parking Services (TTAPS) are : Transport Planning. Road Safety and School Crossing Patrol Wardens. Highway Network Management, including Highway Coordination and Intelligent Transport Systems. Transport and Traffic Design & Delivery, including Traffic Regulations. Transport Traffic & Parking Services Business Management, including Public Rights of Way and Air Quality. Parking Services.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
174	5,715	3,578	9,293	(11,430)	(2,137)

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	General salaries inflation of 1% across City Development Division, Planning and TTAPS.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	78	-	78	-	78

Line	E2
Activity	Inflation
Description	General salaries inflation of 1% across Sustainable City, Highway Maintenance Division, Mangement & Support, Planning and TTAPS for Great Place to Live.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	68	-	68	-	68

Line	E3
Activity	Inflation
Description	Rent and rates inflation of 3% for TTAPS for Competitve City.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	23	23	-	23

Line	E4
Activity	Inflation
Description	Rent and rates inflation of 3% for Highway Maintenance Division for Great Place to Live.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	2	2	-	2

Line	E5
Activity	Inflation
Description	Energy inflation of 10% for City Development and TTAPS for Competitive City.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	14	14	-	14

Line	E6
Activity	Inflation
Description	Energy inflation of 10% for TTAPS for Great Place to Live.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	1	1	-	1

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

	Line	E7
	Activity	Demand
	Description	Shortfall in Planning and Parking income.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	400	400

Section 3: Summary of Savings

	Line	B1
	Activity	Housing Strategy & Regeneration efficiencies
	Description	Deletion of 2 posts in Housing Strategy out of 2.5 general funded posts. Deletion of 2 posts in Housing Regeneration out of 2.5 general funded posts.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(140)	-	(140)	-	(140)

	Line	B2
	Activity	Increase charges
	Description	Increase Section 278 management application fees and Section 38 inspection fees for vehicle crossing applications. Income generation from advertising (roundabout/roadside). LTP supervision, Amey 3rd party works, NRSWA fees. Also recharging others for electricity, specialist surfacing.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(158)	(158)

	Line	B3
	Activity	Increase recharging to capital schemes
	Description	Increase recharging to capital schemes in Transport, Traffic & Parking Services (£59k). Develop a full cost recovery model for Urban and Environmental Design teams consultancy work (£70k).

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(129)	(129)

	Line	B4
	Activity	Introduce charges for urban design advice
	Description	Charge for advice given to capital or externally funded projects, e.g. Local Growth Fund, Asset Enhancement Programme.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(30)	(30)

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

Line	B5
Activity	Review standards in Streets Ahead contract
Description	Amend winter maintenance to some priority 2 precautionary gritting.

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

Line	B6
Activity	Review funds allocated to Streets Ahead contract
Description	Identify savings, e.g. smaller contingency fund, negotiating a better contract for bridge maintenance.

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

Line	B7
Activity	Reduce public safety/dangerous structure activity
Description	Reduce public safety/dangerous structure activity in Building Control to minimum activity required to manage safety of buildings and refocus onto income generating work.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(38)	(38)	-	(38)

Line	B8
Activity	Review skills mix in Regen & Development Services
Description	Review of skills mix and workforce development needs to include more graduate level posts.

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

Line	B9
Activity	Additional advertising- arterial routes/ring road
Description	Extend contract currently held by JC Decaux to include large format and/or dynamic advertising formats.

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

Line	B10
Activity	Highway Maintenance Service efficiencies
Description	Reduce staff in Highway Maintenance.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(192)	-	(192)	-	(192)

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

Line	B11
Activity	Urban Design Service efficiencies
Description	Reduce Sustainable Development and Design Panel to a basic service. Reduce staff in urban design (1fte).

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(52)	-	(52)	-	(52)

Line	B12
Activity	Road Safety
Description	Increase the balance of schools- funded crossing patrols. Increase recharges to LSTF for road safety. Reduce child pedestrian trainers.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(35)	-	(35)	(25)	(60)

Line	B13
Activity	Public Rights of Way
Description	Increase recharge of rights of way improvement schemes to capital. Reduce staff.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(72)	(10)	(82)	(29)	(111)

Line	B14
Activity	Efficient contract management
Description	14/15 savings identified during 13/14 business planning process: Anticipated financial savings through efficient contract management.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(85)	(85)	-	(85)

Line	B15
Activity	Identify levers to release savings-contracts/levy
Description	Identify levers to release savings of up to 15% over the next 3 years from contracts and levies balanced against budget pressures/other risks- Streets Ahead; ITA levy.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(3,935)	(3,935)	-	(3,935)

Line	B16
Activity	TTAPS- Business Management efficiencies
Description	Closure of 10 storage units used by TTAPS- Carbrook

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

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

Line	B17
Activity	Car Parking Efficiencies
Description	Delete 2 FTE Civil Enforcement Officer posts in Parking Services

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(60)	-	(60)	-	(60)

Line	B18
Activity	Highways Network Management
Description	Increase Network Management fees by 2.5% to reflect inflation

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(11)	(11)

Line	B19
Activity	Development Control
Description	Increase in pre-application charges for Planning Applications following successful launch of the scheme in 2013/14

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(25)	(25)

Line	B20
Activity	Forward Area Planning
Description	Recharge Forward & Area Planning Officers' time to secured Local Growth Fund projects to support housing deilvery (£65k) and to Kier for P&FM work in assets disposals (£35k).

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

Line	B21
Activity	City Development Division
Description	Recharge City Regeneration Officers' time to Heritage Lottery Fund (Castlegate) and to developments/new funding streams.

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

Line	B22
Activity	Forward Area Planning efficiencies
Description	Delete 2 FTE posts in Forward & Area Planning

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(80)	-	(80)	-	(80)

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

Line	B23
Activity	Development Control Efficiencies
Description	Delete Enforcement Assistant post in Development Management (£33k), delete 2 FTE posts in Development Management/Control (£80k)

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(113)	-	(113)	-	(113)

Line	B24
Activity	Highways Network Management Efficiencies
Description	Delete 2 FTE posts in Network Management

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

Line	B25
Activity	City Development Division Efficiencies
Description	Reduce 0.7 FTE posts in City Development Division

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(27)	-	(27)	-	(27)

Line	B26
Activity	Vision & Strategy Efficiencies
Description	Delete 1 FTE School Travel Planner post in Transport Strategy (or recharge schools if possible). Delete 1 FTE Transport Planner.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(36)	-	(36)	(35)	(71)

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Policy, Performance & Communications

	BIP ref	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
Policy, Performance & Communications	PPC1	4,281	1,788	2,493
Public Health	PPC4	2,441	2,576	-135
		6,722	**4,364**	**2,358**

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

Description of core purpose of Planning Entity	The PPC service includes the following areas: Policy and Improvement, Performance and Research, Elections Equality & Involvement, Communications and Public Health Intelligence.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,281	(1,788)	2,493		72.34
Total Savings Made			(321)		5.80

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

	Line	A1
	Activity	COMMUNICATIONS
	Description	The Communications team helps the Council get its message across, to make sure the people of Sheffield know what their Council is doing for them, and what services and support are available to them. We provide a full range of communications support for the Council including liaison with the media; development and implementation of marketing campaigns; design and print services; and internal communications with staff (including support for the intranet).
	Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36	1,045	673	1,718	(1,479)	239

	Line	A2
	Activity	ELECTIONS
	Description	The Elections, Equalities and Involvement Team brings together support for key elements of the democratic accountability role of the Council – elections and registration, the Scrutiny function, and policy development on social justice, fairness, equality and involvement issues. It also ensures the council meets the full range of Equalities and Consultation duties.
	Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	213	508	720	(10)	710

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

Line	A3
Activity	EQUALITIES & INVOLVEMENT
Description	The Elections, Equalities and Involvement Team brings together support for key elements of the democratic accountability role of the Council – elections and registration, the Scrutiny function, and policy development on social justice, fairness, equality and involvement issues. It also ensures the council meets the full range of Equalities and Consultation duties.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	235	24	259	-	259

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	172	97	269	(269)	-

Line	A5
Activity	PERF & RES
Description	The Performance and Research Team is responsible for providing performance management, research and analysis functions for the Council. This covers a wide range of areas, including internal performance management, service and business planning, workforce opinion survey, demographic and other statistical analysis, survey & consultation support, and spatial analysis. We support work carried out across all portfolios in the council.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	226	46	272	(30)	242

Line	A6
Activity	POLICY & IMPROVEMENT
Description	The Policy and Improvement Team has two main goals: Making the case for improvement and public service reform, driving forward new thinking and new ideas across the organisation and across the city, working with a range of partners Supporting the organisation to develop strategy and to plan its business accordingly
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15	886	158	1,043	-	1,043

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Assumed 1% pay increase

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	26	-	26	-	26

Section 3: Summary of Savings

Line	B1
Activity	LGA Membership withdrawal
Description	To continue with our current policy of withdrawing from the Local Government Association following decision to give notice last year.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(81)	(81)	-	(81)

Line	B2
Activity	Vacancy management
Description	Vacancy management across the service

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(42)	-	(42)	-	(42)

Line	B3
Activity	Supplies and services
Description	Reduction in training, supplies and services budgets across the service

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

Line	B4
Activity	Communications review
Description	Restructure of the Communications service resulting in staff savings

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	(155)	-	(155)	-	(155)

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

Description of core purpose of Planning Entity	

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,441	(2,576)	(135)		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	PUBLIC HEALTH - DPH
Description	.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	841	1,265	2,106	(2,241)	(135)

Line	A2
Activity	PUBLIC HEALTH - INTELLIGENCE
Description	Surveillance, monitoring and assessment of health and wellbeing and the determinants of health and wellbeing and development of the public health evidence base and knowledge.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	314	21	335	(335)	-

Section 2: Pressures (Form Es) - None Identified

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Resources

	BIP ref	Gross Expenditure £000	Gross Income £000	Net Expenditure £000
Business Information Solutions	RES 1	1,701	1,134	567
Commercial Services	RES 2	2,162	1,887	275
Commercial Services Savings	RES 4	-50	820	-870
Customer First	RES 5	898	0	898
Customer Services	RES 6	4,578	2,725	1,853
Finance	RES 9	7,253	1,829	5,424
Human Resources	RES 13	4,079	1,528	2,551
Legal Services	RES 15	5,444	2,086	3,358
Resources Management & Planning	RES 18	1,664	551	1,113
Transport and Facilities Management	RES 20	34,408	19,705	14,703
Sub-total		62,137	32,265	29,872
Central Costs				
Central Costs	RES 23	9,449	7,164	2,285
Finance - Capita	RES 24	12,387	21	12,366
Housing Benefit	RES 25	193,725	192,723	1,002
Human Resources - Capita	RES 26	2,032	141	1,891
ICT - Capita	RES 27	10,264	2,127	8,137
Sub-total		227,857	202,176	25,681
		289,994	**234,441**	**55,553**

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

Description of core purpose of Planning Entity	Business Information Solutions (BIS) is responsible for the strategy, governance, assurance and policy relating to ICT activity across Sheffield City Council and associated partners, including governance of the outsourced ICT contract.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,701	(1,134)	567		65.15
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CORE BUSINESS ICT
Description	Business Information Solutions (BIS) and Transformation is responsible for the strategy, governance, assurance and policy setting relating to ICT activity across Sheffield City Council and associated partners. This includes governance and assurance of the outsourced ICT contract with Capita.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
65	1,710	(228)	1,482	(1,134)	348

Line	A4
Activity	WORKPLACE
Description	Management of the Council's Accommodation Strategy for office provision, conference and meeting room facilities.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	219	219	-	219

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay Award 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	12	-	12	-	12

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

| Description of core purpose of Planning Entity | To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply. |

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,162	(1,887)	275		45.80
Total Savings Made			(200)		2.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	ASSISTANT COMM DIRECTOR TEAM 1
Description	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
19	752	6	758	(659)	100

Line	A2
Activity	ASSISTANT COMM DIRECTOR TEAM 2
Description	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25	425	2	427	(526)	(100)

Line	A4
Activity	COMMERCIAL DIRECTOR
Description	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	825	151	977	(702)	275

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

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Assumed 1% pay increase

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	19	-	19	-	19

Section 3: Summary of Savings

Line	B1
Activity	Commercial Services
Description	Deletion of a vacant Assistant Director post.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(75)	-	(75)	-	(75)

Line	B2
Activity	Commercial Services
Description	Saving delivered through service restructure

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(60)	-	(60)	-	(60)

Line	B3
Activity	Contract Management and Commissioning Toolkits
Description	Grow external sales (to other Local Authorities) of the SCC Contract Management and Commissioning toolkits.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(30)	(30)

Line	B4
Activity	Commercial Services Supplies and Services
Description	Reduction in supplies and services spend.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(35)	(35)	-	(35)

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

Description of core purpose of Planning Entity	This service is to deliver savings through the tendering of goods and services under contracts which represent best value for the Council.

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

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	COMMERCIAL DIRECTOR
Description	This service is to deliver savings through the tendering of goods and services under contracts which represent best value for the Council
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(50)	(50)	(820)	(870)

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1
Activity	Cashable Procurement savings
Description	Increase existing cashable procurement savings through identification of opportunities for contract rebates.

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

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	898	-	898		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CUSTOMER SERVICES
Description	This service includes the ongoing running costs of the ICT functionality which was implemented as part of the Customer First programme
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		898	898		898

Line	A2
Activity	CUSTOMER SERVICES PROJECTS
Description	This service includes the implementation costs of the Customer First programme
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	500	(500)	-	-	-

Section 2: Pressures (Form Es) - None Identified

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

Description of core purpose of Planning Entity	Customer Services fulfils three key roles in delivering the Customer Focus objectives in our Corporate Plan: we provide the Council's In-Person and Telephone customer access services through First Point offices and the Corporate Contact Centre. We also deliver a number of specialist services and support for external and internal customers. We are leading the Council's Customer Focus Transformation Programme.

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

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CUSTOMER SERVICES
Description	Provision of the Council's in-person and telephone customer services through First Point offices and the corporate contact centre as well as provision of a number of specialist services and support for external and internal customers
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
146	4,036	542	4,578	(2,725)	1,853

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Loss of Funding
Description	As part of the Customer First Programme business case, savings are required to be made in order to fund the ongoing IT costs resulting from the investment in technology.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	438	438	-	438

Line	E2
Activity	Inflation
Description	Assumed 1% pay increase

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	39	-	39	-	39

Line	E3
Activity	Loss of Funding
Description	Reduction in Housing SLA for First Point Service.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	38	38

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

Section 3: Summary of Savings

Line	B1
Activity	Customer Service
Description	Deletion of one DG7 Head of Service post

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(70)	-	(70)	-	(70)

Line	B2
Activity	City Wide Alarms
Description	Externalisation of City Wide Care Alarm Service.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6	(100)	-	(100)	-	(100)

Line	B3
Activity	Investigation Fund
Description	Reduction in Complaints Investigation Fund.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(5)	(5)	-	(5)

Line	B5
Activity	Customer Care Service
Description	Increase in Housing SLA for management of the Customer Care Service.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	-	-	-	(72)	(72)

Line	B7
Activity	Service Restructure
Description	Full restructure of Customer Services.

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	(170)	-	(170)	-	(170)

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

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	(80)	-	(80)	-	(80)

Line	B9
Activity	Staffing reduction due to SLA income reduction
Description	Staffing reduction to meet the reduction of income as per the service level agreement (SLA)

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2	(38)	-	(38)	-	(38)

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Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Description of core purpose of Planning Entity	The Finance service provides an effective financial management framework, with financial leadership for the Council through strategic business and financial planning, provision of financial advice and information for service managers and elected members. The Finance service adopts a business partner approach, one of support and challenge, to the Council's service portfolios. It also manages the finance contract with an outsourced provider for finance business transactions, administering housing and council tax benefits and collection of council tax and business rates.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	7,253	(1,829)	5,424		156.85
Total Savings Made			(901)		21.04

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	BUSINESS PARTNERING
Description	The business partner approach develops the strategic link between key financial and accounting requirements and resource planning in the portfolios. It provides financial support, advice and challenge to the normal business in each portfolio
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
77	2,782	24	2,807	(1,155)	1,652

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10	468	1	469	-	469

Line	A3
Activity	FINANCE LEADERSHIP TEAM
Description	FLT provide the leadership and management for the Finance service, advise the Council Senior Management team and elected members in developing and implementing the strategic plan and support them in resourcing and delivering the Council's strategic objectives sustainably and in the public interest. FLT lead the promotion and delivery of good financial management so that public money is safeguarded at all times and used appropriately, economically. efficiently and effectively.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	417	(150)	267	-	267

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Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A4
Activity	FINANCIAL SYSTEMS SUPPORT GROUP/ STRATEGIC FINANCE
Description	FSSG are responsible for the provision, configuration, maintenance and development of the Council's financial and associated systems as well as maintaining and developing financial processes and provision of financial and system training. Strategic Finance co-ordinate the strategic financial planning processes i.e. the budget setting and medium term planning processes. Co-ordinate the financial reporting processes including the provision of monthly budget monitoring reports and production of the annual statement of accounts, the financial management of the council's balance sheet and fixed and current asset base.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	1,071	695	1,765	-	1,765

Line	A5
Activity	INCOME CONTROL AND MANAGEMENT / REVENUES & BENEFITS
Description	Revenues and Benefits client team are responsible for ensuring the service standards in the Capita contract are achieved, ensuring statutory functions are delivered. Income Collection and Management team are responsible for the centralised debt recovery to collect the Council's sundry debt arrears and developing the protocols and best practice for debt recovery in the council.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
22	717	128	844	(110)	735

Line	A6
Activity	INTERNAL AUDIT
Description	An assurance function that primarily provides an independent and objective opinion to the organisation on the control environment. The majority of reviews undertaken are risk based audits of services asnd functions across the Council. They assess management's treatment of risk and undertake reactive (fraud) investigations and pro active counter fraud initiatives. There is a statutory responsibility under the Accounts and Audit regulations for the authority to maintain an adequate and effective Internal Audit function. It contributes to the discharge of the statutory responsibilities (proper financial arrangements) associated with the designated Chief Financial Officer (section 151 officer). Forms a key part of the Corporate Governance arrangements of the Authority and contributes to the production of the Annual Governance Statement.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12	573	6	579	(0)	579

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A7
Activity	PROJECT & COMMERCIAL
Description	Provides financial support to large, complex or cross cutting projects and major contractual or partnership relationships to ensure that the benefits are optimised and subject to an appropriate allocation of risk. Also provide taxation advice and support so as to ensure that the Council operates in the most tax efficient way and complies with all relevant legislation and regulations. The management of the Council's banking arrangements, investment and borrowing.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10	514	7	522	(564)	(43)

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Assumed 1% pay increase

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	65	-	65	-	65

Line	E2
Activity	Loss of Funding
Description	Drop out of temporary funding for establishment

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	261	-	261	-	261

Line	E3
Activity	Demand
Description	Reduction in income from schools purchasing finance services due to conversions to academies

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	70	70

Line	E4
Activity	Loss of Funding
Description	Reduced potential for income through VAT recovery

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	100	100

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Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	E5
Activity	Loss of Funding
Description	Reduced income into internal audit from recharges to housing revenue account

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	27	27

Section 3: Summary of Savings

Line	B1
Activity	Staff savings
Description	Full year impact of vacancy management during 2013/14

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	(217)	-	(217)	-	(217)

Line	B2
Activity	Service restructure / MER
Description	Reductions in grades 5-8 through the Managing Employee Reductions (MER) process

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14	(532)	-	(532)	-	(532)

Line	B3
Activity	Project recharges
Description	Increase traded income from Project and Commercial Finance team

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	(52)	(52)

Line	B4
Activity	Income from recovery of 60 day debts
Description	Income through recovery by Income Collection team of debts over 60 days old for which a bad debt provision has been taken

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

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

Description of core purpose of Planning Entity	The OD/HR Service comprises Occupational Health, Health and Safety, Learning and Development, HR Policy and Strategy, HR Advisory, Employee Relations and management of the Capita contract. It is responsible for the lead on all people policy and practice within Sheffield City Council.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,079	(1,528)	2,551		74.70
Total Savings Made			(538)		14.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	HUMAN RESOURCES (NON SCHOOLS)
Description	HR services- these comprise- HR Advisory, change and case work services/ HR specialist services e.g.policy/payand reward/ employee relations/ Learning and development/ Occupational Health / Health and safety/ Business partnering/ Talent Pool/Client arrangements for the Capita contract.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
66	1,862	1,149	3,011	(657)	2,354

Line	A2
Activity	SCHOOLS HR
Description	Schools Statutory and Strategic.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9	938	130	1,068	(871)	197

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Assumed 1% pay rise

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	25	-	25	-	25

Line	E2
Activity	Loss of Funding
Description	Establishment not fully funded in 13/14

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	250	-	250	-	250

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

Section 3: Summary of Savings

Line	B1
Activity	Occupational health
Description	Outsource of the occupational health service to third party provider

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	(60)	-	(60)	-	(60)

Line	B2
Activity	HR restructure
Description	Restructure of HR service through the Managing Employee Reductions (MER) process

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11	(398)	-	(398)	-	(398)

Line	B3
Activity	Reduction of Legal fees provision
Description	Reduce provision in budget for legal fees arising from potential tribunals in schools

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(80)	(80)	-	(80)

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

Description of core purpose of Planning Entity	Legal Services provide best value services and strong leadership, making it "easy to do the right thing". We provide a high quality legal service to meet the needs of the Council and individual portfolios and to ensure the Council carries out all aspects of its functions lawfully. We respond efficiently and effectively to requests for advice and are at the heart of proactive decision making.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	5,444	(2,086)	3,358		92.68
Total Savings Made			(250)		6.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	DEMOCRATIC SERVICES
Description	Manage the democratic process and member development programme. This involves supporting and servicing a wide range of Council meetings including Full Council, Cabinet, Scrutiny Committees, Planning and Highway Committees, Licensing Committees, the Audit Committee and running the Lord Mayor's office.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11	383	120	503	(63)	440

Line	A2
Activity	LEGAL SERVICES
Description	Legal Services provide best value services and strong leadership, making it "easy to do the right thing". We provide a high quality legal service to meet the needs of the Council and individual portfolios and to ensure the Council carries out all aspects of its functions lawfully. We respond efficiently and effectively to requests for advice and are at the heart of proactive decision making.
Grant Income Source	

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

Line	A3
Activity	LEGAL SERVICES - PEOPLE
Description	To provide high quality legal advice regarding people to ensure the Council acts lawfully and satisfies its statutory obligations
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25	1,085	19	1,104	(573)	531

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

Line	A4
Activity	LEGAL SERVICES - PLACE
Description	To provide high quality legal advice regarding places and property (residential and commercial) to ensure the Council acts lawfully and satisfies its statutory obligations
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28	999	4	1,002	(1,042)	(39)

Line	A5
Activity	LEGAL-BUSINESS & REGISTRATION
Description	Deliver value for money Statutory and Regulatory Services including the Director and Assistant Directors salaries, Practice Management,trainee solicitor costs and Local Land Charges.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12	545	307	851	(404)	447

Line	A6
Activity	MEMBERS' BUDGETS
Description	Provide a range of support for elected members. Provide and administer allowances for elected members including special responsibility and basic allowances, travel expenses, training and conference costs
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	1,562	1,562	(5)	1,557

Line	A7
Activity	MEMBERS SUPPORT
Description	High quality administrative and secretarial support to Elected Members.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14	299	17	316	-	316

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

Line	A8
Activity	POLITICAL ASSTS & GROUP SUPPRT
Description	Political assistants and group support officers provide policy and research capacity for the major political groups and support groups administration
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	105	1	106		106

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay Award 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	34	-	34	-	34

Section 3: Summary of Savings

Line	B1
Activity	Reduction in posts in Legal Services
Description	Staff reductions

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(215)	-	(215)	-	(215)

Line	B2
Activity	Reduction in posts in Democratic Services
Description	Staff Reductions

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1	(32)	-	(32)	-	(32)

Line	B5
Activity	Increased income
Description	Further agreed recharges to Portfolios by Democratic Services

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

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Directorate	RESOURCES		
Service	RESOURCES MANAGEMENT & PLANNIN		
Planning Entity	RESOURCES MANAGEMENT & PLANNIN (Service)		

Description of core purpose of Planning Entity	The service includes the Executive Management for Resources, the Council's insurance and risk service and also the Business Support function for the Resources portfolio.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,664	(551)	1,113		49.15
Total Savings Made			(120)		5.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	INSURANCE, RISK MANAGEMENT AND BUSINESS SUPPORT
Description	Management of the Councils insurance service, insurance funds and provisions, risk management strategy and framework and the Resources Business Support function.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
46	1,428	89	1,517	(551)	966

Line	A2
Activity	MANAGEMENT
Description	Resources directorate executive management.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	175	(28)	147	-	147

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Assumed 1% pay increase

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	11	-	11	-	11

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Directorate	RESOURCES
Service	RESOURCES MANAGEMENT & PLANNII
Planning Entity	RESOURCES MANAGEMENT & PLANNIN (Service)

Section 3: Summary of Savings

Line	B1
Activity	Business support
Description	Reorganisation of Business Support Service (dependent on structure of Resources and where the Business Support service is located).

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5	(120)	-	(120)	-	(120)

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

Description of core purpose of Planning Entity	The Transport and Facilities Management Service provides effective management and provision of SEN home to school and adult/CYP social care transport services. Procurement and hire of vehicles, management of strategic transport contracts. Vehicle maintenance, servicing and MOT testing, support and advice on vehicle specifications, transport legislation and risk management. We provide facilities services for all Council owned property excluding Housing. This work includes ensuring Health & Safety compliance with respect to property, the management of PFI contracts on schools and offices and the Maintenance contracts and Cleaning contracts.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	34,408	(19,705)	14,703		271.02
Total Savings Made			(1,100)		20.11

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	ASSET MANAGEMENT
Description	Facilities Services for all Council owned property excluding Housing. The services include the external contract client Kier Asset Partnership Services. This service includes the management and operation of all buildings including any statutory records and compliance requirements.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
63	2,201	22,881	25,082	(10,380)	14,702

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

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
169	3,396	828	4,224	(5,258)	(1,035)

Line	A3
Activity	FLEET MANAGEMENT
Description	Procurement and hire of vehicles built to manufacturers latest specifications and management of the transport fleet, including management of operator licences.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
17	727	2,445	3,172	(3,065)	107

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

Line	A4
Activity	WORKPLACE
Description	Staffing costs for the Management of the Council's Accommodation Strategy for office provision, conference and meeting room facilities.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3	144	1	145	(80)	65

Line	A5
Activity	WORKSHOPS
Description	To service and repair Council vehicles to manufacturers' recommendations.Carry out vehicle testing for licensing.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
20	784	1,003	1,786	(922)	864

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay Award 1%

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	80	-	80	-	80

Section 3: Summary of Savings

Line	B1
Activity	Kier/Kier Aset Partnership Contract reductions
Description	Kier/Kier Aset Partnership Contract reductions

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	(500)	(500)	-	(500)

Line	B2
Activity	Employee Savings thr' VER/VS Asset Management
Description	Reduction of posts through VER/VS opportunities, deletion of vacant posts, reconfiguration of Asset management service

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16	(500)	-	(500)	-	(500)

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

Line	B3
Activity	Employee Savings thr' VER/VS Transport service
Description	Reduction in posts through VER/VS opportunities in the Transport Service

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4	(100)	-	(100)	-	(100)

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Directorate	RESOURCES				
Service	CENTRAL COSTS				
Planning Entity	CENTRAL COSTS (Service)				

Description of core purpose of Planning Entity	These are costs managed centrally which are essentially outside of the immediate control of the Council. The key components of the service are: Former Employee Pension Costs; Benefit Payments; Outsourced Services (Capita); Corporate Fees.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	9,449	(7,164)	2,285		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A3
Activity	CENTRAL COSTS
Description	Council wide costs of which the largest element (£7m) relates to Former Employee pension costs.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	7,602	1,847	9,449	(7,164)	2,285

Section 2: Pressures (Form Es) - None Identified

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Directorate	RESOURCES					
Service	FINANCE - CAPITA					
Planning Entity	FINANCE - CAPITA (Service)					

Description of core purpose of Planning Entity	Financial Services in the SCC/Capita contract are:- Council Tax - billing, collection and recovery of local taxes raised by the authority (call handling and in-person access). Business Rates - billing, collection and recovery of Business Rates. Housing and Council Tax Benefit - the assessment and payment of state determined benefits that assist low income customers and customers on state benefits with their Council Tax liability and Housing costs (call handling and in-person access). Accounts Receivable - print and dispatch and sundry debtor's accounts. Purchase to Pay - the receipt, scanning and indexing of invoices for supplies and services. Cash collection services for the Council

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	12,387	(21)	12,366		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CAPITA CONTRACT 1
Description	Financial Services in the SCC/Capita contract include council tax, business rates, housing and council tax benefit, accounts receivable and purchase to pay.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		12,387	12,387	(21)	12,366

Section 2: Pressures (Form Es) - None Identified

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Directorate	RESOURCES				
Service	HOUSING BENEFIT				
Planning Entity	HOUSING BENEFIT (Service)				

Description of core purpose of Planning Entity	Council wide costs relating mainly to Housing Benefit payments and the I2S Capita budget

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	193,725	(192,723)	1,002		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CENTRAL COSTS
Description	Council wide costs relating mainly to Housing Benefit payments
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		193,725	193,725	(192,723)	1,002

Section 2: Pressures (Form Es) - None Identified

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Directorate	RESOURCES				
Service	HR - CAPITA				
Planning Entity	HR - CAPITA (Service)				

Description of core purpose of Planning Entity	HR transactions and payroll - recruitment processing, contract changes, starter and leaver processes, management information and payroll.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,032	(141)	1,891		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CAPITA CONTRACT 1
Description	HR transactions and payroll recruitment processing, contract changes, starter and leaver processes, management information and payroll.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		2,032	2,032	(141)	1,891

Section 2: Pressures (Form Es) - None Identified

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Directorate	RESOURCES				
Service	ICT - CAPITA				
Planning Entity	ICT - CAPITA (Service)				

Description of core purpose of Planning Entity	Strategic and Operational ICT including network and hosting services, application management, service management, project management, strategic lead and service assurance.

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	10,264	(2,127)	8,137		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CAPITA CONTRACT 1
Description	Strategic and Operational ICT including network and hosting services, application management, service management, project management, strategic lead and service assurance.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		10,264	10,264	(2,127)	8,137

Section 2: Pressures (Form Es) - None Identified

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Reserves Strategy

INTRODUCTION

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

2. This Reserves Strategy therefore needs to be considered and agreed by the Authority in setting its 2014/15 budget, capital programme and council tax. The Strategy explores the purpose of the general and earmarked reserves held by the Authority and sets out a recommended approach to optimise their use over the 2014-19 Medium Term Financial Strategy period.

3. This assessment of reserves is even more important in the context of the significant and sustained cuts in central government funding in the five years from 2011/12 to 2015/16, and the likelihood of continued cuts thereafter. In addition, there is pressure on the capital programme and ultimately any deficit on the programme would have to be charged to revenue reserves. Reserves can be used temporarily to fund services and this is reviewed as part of the budget strategy. However:

   - reserves are "one off" funds and using them in the budget will only delay the need to make savings. Once used, they are clearly not available to support future years.

   - they are therefore most suited to covering "one off", unexpected costs such as emergencies (e.g. the Sheffield flood in 2007) or costs that are likely to be incurred in the future but the timing is uncertain (e.g. legal or other claims against the council).

TOTAL RESERVES

4. The Council's Statement of Accounts for 2012/13 https://www.sheffield.gov.uk/your-city-council/finance/statement-of-accounts.html shows a figure for "usable" reserves in the balance sheet at page 34 of £169m as at 31 March 2013. However, this figure is a technical accounting one and is not relevant for the purposes of setting the General Fund revenue budget. The definition of "usable" is important here – it means usable in some way, but there are very specific rules about what different parts of this type of reserve can be used for. The Council's total spending and total reserves is legally separated in to four main blocks:

- delegated school budgets, held in trust and only usable for schools spending;

- Housing Revenue Account (HRA), i.e. spend on council housing, funded by rents;

- capital spending, i.e. investment in long term assets such as roads and buildings;

- "General Fund" spend, which is spend on all other services not in the above three categories and is funded from government grants and council tax. It is only this category that this reserves strategy and budget report to Cabinet and Full Council is concerned with.

5. None of the resources for schools, HRA or capital can be used for the Council's General Fund spending, so for the purposes of setting the budget, £105m of the "usable reserves" are irrelevant, namely:

- Schools reserves of £16m

- Housing revenue account reserves of £23m

- Capital reserves of £66m, which are committed to funding schemes planned over a number of years, e.g. school rebuilding, highways, council housing major repairs or rebuilding.

6. This leaves around £63m of General Fund reserves. However, as part of the assessment of the adequacy of reserves referred to above, a number of reserves are set aside or "earmarked" to cover liabilities for expenditure which is already committed but not yet paid for, as explained below. The following table shows the split of earmarked and non-earmarked reserves -

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of the £63m as at 31 March 2013, all but £11m is set aside as earmarked reserves for future liabilities. The table below shows that next year earmarked reserves levels are planned to increase by £6m. This is primarily as a result of the transfer of Highways PFI grant to reserves to fund future increases in unitary charge payments relating to the Streets Ahead project and also the step-up in amounts being repaid to the Invest to Save Reserve (which is currently in deficit and has to be repaid by 2015).

7. **Summary Estimate of Non-Earmarked & Earmarked Reserves at 31 March 2014 & 31 March 2015**

Description	Balance at 31/03/14 £000	Movement in 2014/15 £000	Balance at 31/03/15 £000
Non-earmarked Reserves			
General Fund Reserve	11,270	0	11,270
	11,270	**0**	**11,270**
Earmarked Reserves			
Invest to Save Reserve:			
Projects	(612)	6,497	5,885
Capita Contract	(9,082)	3,576	(5,506)
Customer First	(11,279)	(289)	(11,568)
Investment Fund	2,459	1,500	3,959
Total Invest to Save Reserve:	**(18,514)**	**11,283**	**(7,231)**
PFI Reserve	17,367	(254)	17,113
Highways PFI Reserve	(5,192)	8,950	3,758
Total PFI Reserve	**12,175**	**8,696**	**20,871**
Major Sporting Facilities	**33,226**	**(9,662)**	**23,564**
Local Growth Fund	**2,509**	**1,361**	**3,870**
Insurance Fund Reserve	**7,779**	**(3,000)**	**4,779**
Other earmarked	**24,421**	**(2,858)**	**21,563**
Total Earmarked Reserves	**61,596**	**5,821**	**67,417**
Total Revenue Reserves	**72,866**	**5,821**	**78,687**

* a negative number (in brackets) indicates that the reserve is in deficit: in this case because of up front investment that is to be repaid in future years from savings.

GENERAL (NON-EARMARKED) REVENUE RESERVES

8. The purpose of general revenue reserves is to provide funding for any unforeseen risks and expenditure which may arise in the year, but only as the last resort for emergency funding. Reserves also provide flexibility in managing fluctuations between budgets and actual expenditure or emergencies: a good example being the Sheffield floods in 2007, when we had to use reserves to fund spending on the recovery operation before reclaiming costs from insurance or the Government. Finally, cash reserves and other working capital generate interest which is used in the funding of the budget.

9. Non-earmarked General Fund Reserves (the "working balance") are estimated to be £11.3m at 31 March 2014, representing only 2.5% of the 2014/15 budget (at the maximum net budget requirement of £451.2m). If this £11.3m were ever used, it would have to be replaced as soon as possible as the Council would always need a minimum level of emergency reserves.

10. There is no overall formula that can calculate what the level of reserves should be; it is a matter of judgement based on the known risks, budgetary pressures and local factors. The 2012 Audit Commission report 'Striking a Balance' indicated that:

    "most Chief Finance Officers in our research regarded an amount between 3 and 5 per cent of the council's net spending as a prudent level for risk-based reserves…"

11. The report also noted that the average (median) unallocated reserves in individual single tier councils (like Sheffield) is 5 per cent. Sheffield's level of general fund reserves at 2.5% of the 2013/14 net revenue budget is well below these benchmarks. It is also low in comparison to most other major cities. Sheffield's level of general fund reserves as a proportion of the net revenue budget has increased by 0.1% since the 2013/14 budget was set; this is due to the 2014/15 net revenue budget reducing by £26m. The table below shows that the only similar Councils with a lower level of reserves as a percentage of their 2013/14 net revenue budgets are Birmingham and Bristol.

12. In a financial healthcheck report commissioned in 2013 from Grant Thornton, who now undertake 40% of External Audit appointments for local authorities, it was concluded that the Council should increase the

level of its reserves "to bring them more into line with comparable authorities, if appropriate and possible". Using Grant Thornton's measure, Sheffield has the 12th lowest level of reserves out of a group of 16 "nearest neighbours".

	Estimated Reserves 31 March 2014	% of Net Revenue Budget (2013/14)
Birmingham	£19.4million	1.9%
Bristol	£6.9million	1.8%
Leeds	£16.7million	2.9%
Liverpool	£24.8million	4.9%
Manchester	£20.7million	4.2%
Newcastle	£10.1million	3.7%
Nottingham	£9.5million	3.3%
Sheffield	£11.3million	2.5%

EARMARKED RESERVES

13. Earmarked reserves are set aside to meet known or predicted liabilities, but ones that are not certain enough to create an exact provision in the accounts. The liabilities are, however, likely enough to say that the earmarked reserves are not normally available to fund the budget or other measures.

14. A list of earmarked reserves, their purpose and proposed use are set out below. Some of the reserves are in deficit because we are "borrowing" some of our reserves internally to invest temporarily in projects on an invest-to-save basis.

Invest to Save Projects (£5.9m)

15. The Council's Modern and Efficient Council programme has started to deliver a number of core infrastructure and business transformation projects that are essential to the future success of the Council's business operations.

16. This reserve is currently in deficit because it has funded up front investment in the Capita contract (mainly ICT investment) and various Transformation projects (e.g. procurement savings and changes in finance including replacement of the council's finance system). However, planned repayments of £6.5m in 2014/15 will ensure that the deficit on this reserve is repaid by March 2015.

17. These projects have been funded on an invest-to-save basis with savings being used in two ways:

- to repay the reserve by 2015/16
- an annual contribution, now £3.5m to support the revenue budget.

Capita Contract (In deficit by £5.5m)

18. The Capita contract included a significant additional investment in the early years, principally to update the Council's ICT infrastructure. This will be repaid from savings in the contract price over the life of the contract.

Customer First (In deficit by £11.6m)

19. This is the funding from reserves for the Customer First programme. This will be repaid as part of the overall repayment of the Invest to Save reserve by 2015/16.

Investment Fund (£4.0m)

20. This reserve is funded by an annual contribution of £1.5m from the revenue budget. Its purpose is two-fold:

- to ensure that a fresh source of one-off funding is available to support new invest-to-save schemes which will facilitate future budget savings
- to mitigate the risk of a delay to the repayment of the overall Invest to Save.

Private Finance Initiative (PFI) Reserve (£20.9m)

21. This PFI grant is a good example of why we have earmarked reserves – Government pays us money in advance to pay future years' liabilities, so we set it aside in a reserve until it is needed. If we did not do so, there would be insufficient funds to cover the cost of contracts in future years.

22. However, as explained above we are using these reserves temporarily to cash flow invest-to-save investments, as well as the project costs for Streets Ahead (£12m). The reserve starts to reduce from 2017/18.

Major Sporting Facilities (MSF) (£23.6m)

23. This is available on a temporary basis and has been used to fund Invest to Save, but will be required to fund the future costs of the Major Sporting Facilities debt (re: Ponds Forge, Don Valley Stadium and Hillsborough Leisure Centre). It was agreed at Cabinet in June 2013 to reschedule the leasing arrangements with Sheffield City Trust, as a result of which this reserve has been re-profiled, thus releasing £7m of savings to the revenue budget over the next four years.

Local Growth Fund (£3.9m)

24. The Government is paying all Councils "New Homes Bonus" to incentivise them to bring empty properties back into use or encourage new housing to be built. The Council has agreed to use the payments to create a Local Growth Fund for projects that promote housing and economic growth. This reserve sets aside the payments until required for agreed projects.

Insurance Fund (£4.8m)

25. This reserve has been created in 2013/14 following the audit of the 2012/13 accounts. The accounts included provisions of £18.5m in respect of insurance claims. The External Auditor has recommended that the difference between the Council's best estimate of actual losses and the maximum potential liability (around £8m) should be reclassified as an earmarked reserve. This is the main reason why reserves have increased in 2013/14.

Other Earmarked Reserves (£21.6m)

26. This includes various specific earmarking including:

- equal pay claims
- redundancies

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- contingencies for potential budget deficits, including risk of business rate income shortfalls
- portfolio reserves agreed by Cabinet in previous years for service specific issues, e.g. Electric Works business plan funds.

27. Government policy requires us to use reserves to fund many one off costs such as redundancies and in recent years they have specifically refused permission for "capitalisation" directives that allow councils to spread such one off costs – they point instead to the need to hold and use reserves.

ASSESSMENT OF LEVEL OF RESERVES

28. The Director of Finance has carried out an assessment of the adequacy of the level of reserves held by the Authority in light of the principal risks it faces. While the maximum total financial impact of these risks far exceeds the reserve held, the overall likelihood of all these risks being incurred in any one year is low and therefore, it is not deemed prudent nor offers best value to hold sufficient reserves to cover all eventualities. Appendix 5 details the risks and the level of their potential impact.

29. The level of non-earmarked general reserves held is only £11.3m. However, currently unused earmarked reserves, such as the PFI and MSF reserves provide an additional level of risk cover on a short term basis. Currently these are around £27m, having allowed for the temporary use of some of these reserves for invest to save funding. The current profile of repayments to the invest to save fund replenishes the reserves in time for the required use for PFI project and future MSF liabilities.

30. Given the severely restricted funding over the foreseeable future and the level of risk in the 2014/15 budget, the level of reserves is low but not inadequate. The Director of Finance therefore recommends that general reserves:

- be maintained at the current levels for 2014/15;
- only be used in year to fund the risks identified above, should the 2014/15 budget be unable to absorb any such costs.

CORPORATE RISK REGISTER

This Appendix provides a brief overview of the main financial risks facing the Council in 2014/15. A more detailed schedule of these risks will be monitored by the Executive Management Team to ensure that the risks are mitigated.

Corporate Risks

2014/15 Budget Savings & Emerging Pressures

1. There will need to be robust monitoring in order to ensure that the level of savings required for a balanced budget in 2014/15 are achieved, especially given the cumulative impact of £240m of savings over the last four years (2011-15), and furthermore the backdrop of even larger reductions in Government grant in 2015/16.

2. Whilst preparing the budget, officers have identified numerous pressures which, if left unchecked, could lead to significant overspends in 2014/15 and beyond. The following pressures have been highlighted because they present the highest degree of uncertainty.

3. The Council intends to implement a new Pay and Reward Strategy in 2014/15, along with a policy regarding the removal of enhancements to pay based on working patterns. By implementing the new strategy, the Council avoids the need to unfreeze increments, which would have cost £5m. Instead, the additional cost of the new strategy is estimated at £1.6m per annum, which will be partially offset by savings of £1.3m resulting from the revised enhancements policy.

4. The position on pension costs remains a significant risk and increasing cost in 2015/16 when we face an even higher reduction in grant than in 2014/15. There is a lack of clarity on the amount which the Council will have to pay annually to recover its share of the deficit on the scheme. This will only become clearer in March when the South Yorkshire Pensions Authority determines the annual deficit contribution for the next three years. An additional budget provision of £9m has been made to cover pension costs in 2014/15, however £4m of this amount is a contribution from reserves. Obviously, this only provides a short-term solution, so further work is being undertaken to look at longer term options.

5. Corporate savings of £4m from capital financing costs have been offered up to balance the 2014/15 budget, on the assumption that market

conditions will remain favourable to the Council next year, i.e. interest rates and borrowing requirements will not exceed those stated in the Treasury Management Strategy in Appendix 7.

6. Following the advent of the Government's Business Rates Retention Scheme in April 2013, a substantial proportion of risk has been transferred to local government, particularly in relation to appeals, charitable relief, tax avoidance, hardship relief and negative growth. The issue of appeals dating back to the 2005 rating list is the greatest risk causing concern across all authorities. As at the end of December 2013, there were properties with a rateable value of £158m under appeal in Sheffield, with an allowance for £5m of refunds next year. Actual trends on appeals are monitored in year, and revised estimates of the impact of appeals have been made as part of the 2014/15 budget process. The Government has made various amendments to business rates regulations in order to support local businesses and stimulate the economy. One such measure is the extension of small business rates relief, for the cost of which the Government has promised to compensate all billing authorities.

7. The risk of delivering adult social care savings in 2014/15 is considerable, given that the Communities portfolio is forecasting an overspend of around £8m for care and support services in 2013/14.

Medium Term Financial Position

8. In the future the Council's financial position will be significantly determined by the level of Business Rates and Council Tax income. Each of these may be subject to considerable volatility and will require close monitoring. Based on the Spending Review in June, the funding position is especially difficult from April 2015 and will require a focus on delivering economic growth to increase our income and on delivering outcomes jointly with other public sector bodies and partners.

Pension Fund

9. Following the triennial valuation of the South Yorkshire Local Government Pension Scheme, current estimates are that the increase required in 2014/15 for deficit payments may be over £12m (in addition to the £5m which has already been assumed in the Medium Term Financial Strategy) on top of £3.6m for ongoing pension costs i.e. £17m in total. Negotiations with SYPA are continuing as this figure is something of a surprise to all South Yorkshire Councils. In addition, a

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surplus on the Kier pension pot set up to manage pension risk may be available at the contract end to smooth the impact to some extent.

10. Bodies whose Pension liability is backed by the Council are likely to find the cost of the scheme a significant burden in the current economic context. If they become insolvent the resulting liability may involve significant cost to the Council.

Contract Spend

11. The high and increasing proportion of Council budgets that are committed to major contracts impairs the Council's flexibility to reduce costs or reshape services. This is exacerbated by the fact that in general these contracts carry year-on-year inflation clauses based on RPIx which will not be available to the Council's main funding streams, e.g. Council Tax, RSG and locally retained Business Rates.

Economic Climate

12. There is potential for current adverse economic conditions to result in increased costs (e.g. increased homelessness cases) or reduced revenues.

13. The Council seeks to maintain adequate financial reserves to mitigate the impact of unforeseen circumstances.

Trading Standards

14. There is a low risk that it is not possible to recover outstanding contributions from the other South Yorkshire Authorities. However, negotiations are in the final stages and there is an expectation that an agreement will be reached.

External Funding

15. The Council utilises many different grant regimes, for example central government and EU. Delivering projects that are grant funded involves an element of risk of grant claw back where agreed terms and conditions are not stringently adhered to and evidenced by portfolios. Strong project management skills and sound financial controls are required by project managers along with adherence to the Leader's Scheme of Delegation in order to minimise risk.

Treasury Management

16. The ongoing sovereign-debt crisis continues to subject the Council to significant counterparty and interest-rate risk. Counterparty risk arises

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where we have cash exposure to banks and financial institutions who may default on their obligations to repay to us sums invested. There is also a risk that the Eurozone crisis will impact upon the UK's recovery and would in turn lead to higher borrowing costs for the nation. Whilst this is still a possibility, the UK recovery is beginning to take hold and the associated risk is beginning to ease.

17. The Council is mitigating counterparty risk through a prudent investment strategy, placing the majority of surplus cash in AAA highly liquid and diversified funds. Ongoing monitoring of borrowing rates and forecasts will be used to manage our interest-rate exposure.

18. Over the next few months, we will be developing the Treasury Management and Investment Strategies, as part of the 2014/15 budget process, and will be discussing our risk appetite with members and senior officers as part of this process. This will include a review of our counter-party risk to ensure it is reflective of the relative risks present in the economy without being unduly conservative for the improving UK economic position.

19. The Co-op Bank have notified us that they will be withdrawing from the Local Authority banking market with effect from the ending of their contract with us, which is due to end in March 2015. Despite the well-publicised issues with the bank, we do not believe, given the above timescales, there is anything preventing a full and proper tender process being undertaken. Work has begun to scope our requirements in preparation for the tender process.

Welfare Reforms

20. The government is proposing changes to the Welfare system, phased in over the next few years, which will have a profound effect on council taxpayers and council house tenants in particular. The cumulative impact of these changes will be significant. Changes include:

- **Abolition of Council Tax Benefit:** replaced with a local scheme of Council Tax Support from April 2013. The Council approved the replacement scheme, based on the reduced funding available from Government, and set up a hardship fund in January 2013, but there are risks to council tax collection levels and pressures on the hardship fund which are being closely monitored.

- **Housing Benefit changes:** there have been a number of changes, including the implementation of the 'bedroom tax', from April 2013

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where the impacts are that a significant number of claimants are now receiving fewer benefits, thereby impacting on their ability to pay rent.

- **Introduction of Universal Credit:** originally scheduled from October 2013 but now delayed, awaiting further update from DWP who will administer it. Along with the impact of reducing amounts to individuals and the financial issues that might cause, the biggest potential impact of this change is the impact on the HRA and the collection of rent. This benefit is currently paid direct to the HRA; in future this will be paid direct to individuals. This will potentially increase the cost of collection and rent arrears. There will also be an impact on the current contract with Capita and internal client teams.

Children, Young People and Families Risks

Education Funding

21. In 2013/14 it is anticipated that 29 of the Council's maintained schools will become independent academies (24 primary / 5 secondary). To date 10 primary schools and 2 secondary schools have converted in 2013/14. Academies are entitled to receive a proportion of the Council's central education support services budgets. Based on projected academy conversions it is estimated that:

- up to £1.75m of DSG funding will be deducted from the Council and given to academies to fund support services.

- up to £2.62m will be deducted from the Council's DCLG funding, under the new Education Services Grant (ESG), and given to academies.

22. If an academy is a sponsored conversion then the Council will have to bear the cost of any closing deficit balance that remains in the Council's accounts. It is estimated that this may be up to £545k based on current projected academy conversions during 2013/14.

23. Where new independent schools (free schools) or Academies are set up and attract pupils from current maintained PFI schools, then the funding base available to pay for a fixed long term PFI contract would reduce, leaving the Council with a larger affordability gap to fund. There are also further potential risks if a school becoming an academy is a PFI school, as it is still unclear how the assets and liabilities would be transferred to the new academy and whether the Council could be left with residual PFI liabilities.

Communities Risks

NHS Funding Issues

24. There are significant interfaces between NHS and Council services in both adults' and children's social care. The Council has prioritised these services in the budget process, but savings have nevertheless had to be found. Working in partnership with colleagues in the Health Service efforts have been made to mitigate the impact of these savings on both sides. However, ongoing work is required now to deliver these savings in a way that both minimises impacts on patients and customers and minimises financial risks to the NHS and the Council.

25. The Council is participating in the Right First Time (RFT) programme with the Clinical Commissioning Group (CCG) and Hospital Trust. This programme aims to shift pressures and resources from the hospital to community settings over the longer term, which should assist the Council in managing adult social care pressures, but there are risks to programme delivery at the same time as delivering funding cuts.

Resources Risks

Digital Region

26. At the time of making the decision to close the company and migrate its business (including the Council's) to other networks, the cost to the shareholders was estimated at £83.3m, with SCC's share of this being £14.3m. This was a lower cost than the likely cost of continuing with the procurement and also less risky. The SCC cost of £14.3m is within the amount of money set aside to cover DRL costs in the 2012/13 accounts (£15m was set aside).

27. All these figures were based on estimates and some costs cannot be firmed up until existing contracts are terminated and negotiations on new ones commence. However, since the decision was made to close, progress has been good and costs now look like they will come in lower than was estimated. The key issue remaining is that value may result from a sale of the assets and whether that reintroduces risk.

Electric Works

28. The running costs of the business centre are not covered by rental and other income streams. The approved business plan set-aside contingency monies to cover potential deficits in its early years of operation. However, there remains a risk that the occupancy of units

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within Electric Works might be slower (lower) than that assumed within the business case, such that the call on the contingency is greater (earlier) than planned.

29. A full review of the options for the future is underway and will be reported to Members as soon as possible.

Housing Revenue Account Risks

Housing Revenue Account (HRA)

30. There are a number of future risks and uncertainties that could impact on the 30 year HRA business plan. As well as the introduction of Universal Credit, outlined in the risk above, the main identified risks to the HRA are:

- **Interest rates:** fluctuations in the future levels of interest rates have always been recognised as a risk to the HRA.

- **Repairs and Maintenance:** existing and emerging risks within the revenue repairs budget include unexpected increased demand (for example due to adverse weather conditions).

Capital Programme Risks

Capital Receipts and Capital Programme

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

Building Schools for the Future Programme Affordability

32. Latest projections indicate that the affordability gap in the capital programme for the secondary schools estate, which must be underwritten by the Council, is in the order of £4m, a significant reduction on the previous gap. This requirement has now been identified in the Council's Capital Programme planning, and will therefore be removed from the risk register next month.

Housing Regeneration

33. There is a risk to delivering the full scope of major schemes such as Parkhill and SWaN because of the severe downturn in the housing market. This could result in schemes 'stalling', leading to increased

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costs of holding the sites involved, and in the case of SWaN, potential exposure to termination payments which would fall to the HRA to meet.

Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement and Annual Investment
Strategy 2014/15

1   INTRODUCTION

1.1 Background

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

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

CIPFA defines treasury management as:

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

1.2 Reporting Requirements

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

These reports include the:

Prudential and treasury indicators and treasury strategy (this report) – This
report covers:
- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is
  charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to
  be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be
  managed).

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

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

1.3 Treasury Management Strategy for 2014/15

The strategy for 2014/15 covers two main areas:

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

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

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

1.4 Training

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

During the course of the year the Cabinet Member for Finance and his predecessor have both been provided with introductory treasury management training from officers. Further internal and external training will be considered as necessary.

The training needs of treasury management officers are also periodically reviewed. During the year officers attended workshops and seminars provided by the Council's consultants and CIPFA.

1.5 Treasury Management Consultants

The Council uses Capita Asset Services (formerly known as Sector) as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

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It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

2   THE CAPITAL PRUDENTIAL INDICATORS 2014/15 – 2016/17

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

2.1 Capital Expenditure

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

Members are asked to approve the capital expenditure forecasts:

	2012/13 Actual £'000	2013/14 Estimate £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000
Capital Expenditure					
Resources	£9,723	£15,109	£3,853	£0	£0
CYP	£39,383	£38,036	£20,799	£6,784	£154
Communities	£1,405	£2,068	£992	£0	£0
Place	£7,985	£30,649	£14,208	£7,827	£66
Housing	£47,274	£46,345	£55,119	£84,991	£79,783
Highways General	£9,767	£12,177	£6,347	£40	£0
Highways Capital Contribution	£0	£7,218	£32,883	£27,946	£26,803
Total	**£115,537**	**£151,602**	**£134,201**	**£127,588**	**£106,806**

The above financing need does not include other long term liabilities, such as PFI arrangements. Assets will be acquired through PFI arrangements according to the following profile:

	2012/13 Actual £'000	2013/14 Estimate £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000
Assets acquired through PFI					
Highways	£50,911	£55,552	£39,528	£47,206	£47,059
Schools	£23,609	£567			
Total	**£74,520**	**£56,119**	**£39,528**	**£47,206**	**£47,059**

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

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	2012/13 Actual £'000	2013/14 Estimate £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000
Capital expenditure:					
Non-housing	£68,263	£105,257	£79,082	£42,597	£27,023
Housing	£47,274	£46,345	£55,119	£84,991	£79,783
Total	£115,537	£151,602	£134,201	£127,588	£106,806
Financed by:					
Capital Receipts	£14,921	£11,600	£12,500	£11,000	£5,500
Capital Grants & Contributions	£55,715	£54,578	£39,741	£13,342	£3,503
Revenue Contributions	£37,299	£37,300	£42,200	£74,600	£71,000
Net borrowing need for the year	£7,602	£48,124	£39,760	£28,646	£26,803

The majority of the Council's borrowing need over this period relates to the construction of the new Moor Market, and the capital contributions to the Highways Streets Ahead project.

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

2.2 The Council's Borrowing Need (the Capital Financing Requirement)

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

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

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

The CFR also includes other long term liabilities such as PFI arrangements. Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of arrangements include a borrowing facility which means the Council is not required to separately borrow for these schemes. The Council currently has £336m of such arrangements within the CFR.

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The Council is asked to approve the CFR projections below:

	2012/13 Actual £'000	2013/14 Estimate £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000
Capital Financing Requirement					
CFR non-housing	£750,517	£826,062	£872,407	£912,708	£949,220
CFR housing	£346,209	£346,543	£348,389	£348,362	£348,335
Total CFR	£1,096,726	£1,172,606	£1,220,796	£1,261,070	£1,297,554
Movement in CFR	**£52,851**	**£75,880**	**£48,191**	**£40,274**	**£36,485**
Movement in CFR represented by:					
Expenditure not funded by grants, receipts, or contributions	£7,602	£48,125	£39,761	£28,646	£26,803
Additional PFI liabilities	£74,520	£56,119	£39,528	£47,206	£47,059
- MRP/VMRP and other movements	-£29,271	-£28,364	-£31,098	-£35,578	-£37,378
Movement in CFR	**£52,851**	**£75,880**	**£48,191**	**£40,274**	**£36,485**

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

2.3 Minimum Revenue Provision (MRP) Policy Statement

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

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

Regulations have been issued by the Department for Communities and Local Government that require the full Council to approve an MRP statement in advance each year. This statement sets out how the Council determines how the MRP will be calculated. Statute affords a variety of options to Councils, so long as the calculation results in a prudent provision.

The Council is recommended to approve the following MRP statement:

For capital expenditure incurred before 1st April 2008, or which in the future will be Supported Capital Expenditure (expenditure which receives income support from government, MRP will be charged at 4% of the balance on the CFR.

From 1st April 2008, the MRP on all unsupported borrowing will be based on the 'asset life method'. This means that MRP will be based on the estimated useful life of the assets created.

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place).

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

The Council will also withhold MRP payments related to the acquisition of assets purchased under compulsory purchase orders (CPO) where there is a commitment to pass these assets and their costs onto a development vehicle.

Where capital loans are provided by the Council under section 25 of the The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, the Council will, where it is prudent to do so, align MRP profiles to loan repayments. This will ensure the Council does not unnecessarily charge amounts to its revenue budget.

The Council can at times receive capitalisation directives from the Secretary of State. Where this is the case, the Council's policy will be to provide for MRP as the capitalisation is defrayed, rather than on initial recognition. The 'asset-life' approach will be taken to providing for MRP on capitalisations, but where there is no discernible asset-life the Council will opt for a 20 year life.

Repayments included in annual PFI or finance leases are applied as MRP.

2.4 Core Funds and Expected Investment Balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure will have an ongoing impact on investment balances, unless resources are supplemented each year from new sources (asset sales etc.). This is simply because as receipts, reserves, and grants are spent, there is less cash available to place on deposit.

Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

	2012/13 Actual £'000	2013/14 Estimate £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000
Year End Resources:					
Cash backed reserves*	£104,736	£125,554	£127,283	£121,252	£123,518
Capital Receipts	£10,000	£10,000	£10,000	£10,000	£10,000
Provisions	£18,532	£6,961	£6,961	£6,961	£6,961
Total Core Funds	**£133,268**	**£142,515**	**£144,244**	**£138,213**	**£140,479**
Working Capital	£112,152	£47,469	-£28,361	-£44,191	-£41,021
Under/over Borrowing	-£107,535	-£125,091	-£98,300	-£76,900	-£75,500
Expected Investments	**£137,885**	**£64,893**	**£17,583**	**£17,122**	**£23,959**

The majority of these reserves are earmarked for future spend, and do not represent available surplus for the budget

The table above shows that the Council's investment balances are expected to fall in the coming years from the high seen in 2012/13. This is consistent with the Council's approach to using its surplus cash to repay or restructure existing financial obligations in order to create revenue savings.

This approach makes financial sense when investment returns from cash held on deposit are particularly poor and there is still a high risk in placing cash on deposit with financial institutions.

The above table also indicates that the Council will continue to operate an under-borrowed position. This means that instead of using external borrowing to fund

capital expenditure the Council will use its surplus cash. Again, this is a prudent approach since it temporarily removes the need for external loans that incur interest charges, and reduces investment balances that are otherwise exposed to default risk for only minimal returns.

The Council's expected investment balances are likely to fluctuate considerably during the year due to the irregular nature of cash flows, in particular grant income received from government.

2.5 Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators. Prudential indicators are also required to assess the affordability of the capital investment plans. These indicators highlight the impact of the capital investment plans on the Council's overall finances.

The Council is asked to approve the following indicators:

2.6 Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital (principally borrowing and PFI arrangements) against the net revenue stream. The net revenue stream consists of the money we have available from grant, Council Tax, and other sources that is without restriction and can be spent as the Council sees fit.

The indicator below highlights a rise in the amount of the General Fund net revenue stream that is being spent on financing costs.

| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| | Actual | Estimate | Estimate | Estimate | Estimate |
Ratio of financing costs to net revenue stream:	£'000	£'000	£'000	£'000	£'000
Non-HRA	13%	14%	16%	19%	20%
HRA	10%	10%	10%	10%	10%

However, this ratio should not be viewed entirely in isolation from other sources of information.

The increase in financing costs relates largely to the Council's investment in the Streets Ahead project. The Streets Ahead project is a huge city-wide investment scheme that will bring up to standard the condition of the city's roads, bridges, pavements, lights, and street scene.

This project not only addresses one of the public's and businesses' principal concerns, but also allows the Council to move away from expensive remedial repair work to a managed affordable maintenance approach based on the up-front investment.

This approach sees costs saved on service budgets which are not reflected in the above prescribed ratios.

The HRA's static ratio reflects that costs are currently largely being funded through housing rents, restricting the need for additional borrowing.

2.7 Incremental Impact of Capital Investment Decisions on Council Tax

The Council operates a policy of striving to ensure that all new unsupported borrowing funded projects are self-financing. This means that existing budgets are found to fund new borrowing costs, or that the projects operate on an 'invest-to-save' basis whereby investment in a project enables savings to, at a minimum, service the borrowing costs incurred on that project. As a result of this policy, capital projects funded by borrowing should not, in normal circumstances, add additional costs to the Council's budget.

The Council considers a variety of options when considering how to fund capital projects. Currently, and due to global economic conditions, the Council can borrow money at historically low rates. This has enabled the Council to use borrowing to fund capital projects that will in turn generate revenue savings whilst helping us meet our wider objectives.

As an example, the Council will be using cash raised from borrowing to part finance the Streets Ahead project. By putting our own cash into the project the Council has been able to secure significant savings on the contract cost the PFI provider would otherwise have charged us. This saving arises because borrowing costs are significantly cheaper for the Council than the provider.

Equally, the Council is using cash raised from borrowing to enable us to invest in innovative new processes and ways of working. By paying for extensions to foster carers' houses the Council is enabling carers to take additional children into their homes where they would have otherwise been restricted from doing so simply due to available space. This provides the dual benefit of allowing siblings entering foster care to be cared for together, and allows us to avoid arranging for children to be cared for outside of the city, or in other establishments, at significant additional cost.

The Council is also using borrowing as a means of delivering a more efficient, less expensive service. This is particularly evident through our approach to rationalising our city-wide office accommodation. By investing in a central hub at Moorfoot, the Council has been able to move out of expensively leased private accommodation around the city, whilst also securing procurement efficiencies by having staff concentrated in one building.

Accordingly the following indicator should not be viewed in isolation from the fact that our capital investments are generating revenue savings that are not represented within the figures shown. These saving have, though, contributed towards the Council once again being able to freeze its Council Tax in order to support its communities.

The indicator does, however, show what the cost to an average band D council tax bill would be if we did not follow the policy, and all new borrowing costs had to be met by an increase on council tax:

	2013/14 Estimate £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000
Council Tax Band D	£6.72	£26.74	£45.95	£60.84

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2.8 Estimates of the Incremental Impact of Capital Investment Decisions on Housing Rent Levels

Following the end of the subsidy system and the move to self-financing HRAs, costs incurred in the HRA are principally funded from housing rents.

This indicator shows the impact of HRA capital investment decisions outlined in this report on weekly housing rent levels.

	2013/14	2014/15	2015/16	2016/17
	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
Weekly housing rents	£0.03	£0.05	£0.07	£0.07

The table shows a minimal impact on rent levels. This is consistent with the fact that the HRA's plans to fund capital investment through borrowing are currently small, with most investment being directly funded through rents or receipts. However, the small charge is also symptomatic of the fact that the HRA is not obliged to charge MRP to its budget as the General Fund does.

It should be further noted that the government largely controls housing rent levels through a prescribed formula. Accordingly, any increase in financing costs would primarily need to be offset by cost reductions in other areas to ensure rents stayed within the given parameters.

3   BORROWING

The capital expenditure plans set out previously provide details of the Council's investment plans. The treasury management function ensures that the Council's cash is organised in accordance with relevant professional codes, so that sufficient cash is available to meet these plans. This will involve both the organisation of the cash flow, and where required, the organisation of appropriate borrowing facilities.

This section of the strategy covers the relevant treasury and prudential indicators, the current and projected debt position, and the annual investment strategy.

3.1 Current Portfolio Position

The Council's debt portfolio position is outlined below. The table below shows actual external debt against the CFR which represents the Council's need to borrow for capital purposes.

Comparing actual debt to the CFR highlights any under or over borrowing. Under borrowing represents the Council's use of its own cash surpluses rather than external debt, whilst over borrowing represents the Council taking on more debt than it needs at that point in time.

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	2012/13 Actual £'000	2013/14 Estimate £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000
External Debt					
Loans at 1st April	£591,011	£698,388	£687,999	£737,993	£770,323
Expected change in Loans	£107,377	-£10,389	£49,994	£32,329	£10,008
PFI liabilities	£226,804	£290,803	£335,603	£363,111	£395,228
Expected change in PFI liabilities	£63,999	£44,800	£27,508	£32,117	£30,927
Transferred Debt	£28,287	£26,204	£23,912	£21,392	£18,619
Expected Change in Transferred Debt	-£2,083	-£2,291	-£2,521	-£2,773	-£3,050
Actual Gross Debt at 31st March	£1,015,394	£1,047,515	£1,122,496	£1,184,170	£1,222,054
The Capital Financing Requirement	£1,096,726	£1,172,606	£1,220,796	£1,261,070	£1,297,554
Under/(Over borrowing)	£81,331	£125,091	£98,300	£76,900	£75,500

The rise in external loans and PFI liabilities is consistent with the Council's investment in the Streets Ahead project. The Council has committed to making MRP charges to eliminate the debt associated with this project within 25 years.

The table also highlights that the Council plans to continue to operate an under borrowed position. This means that in the near term the Council will opt to use some of its surplus cash to fund capital expenditure rather than take out new loans.

This policy is helping the Council to meet its budget challenges by allowing us to avoid the interest charges that come with external loans. It does, however, mean that the Council loses investment income from cash that would otherwise be on deposit. As investment returns are currently poor, and default risk from financial institutions still elevated, this represents a prudent use of our cash.

The table does show, however, that the Council intends to reduce its under borrowed position to more manageable levels. This is a deliberate move to mitigate the Council's exposure to interest rate risk. Whilst using our surplus cash in the short term is beneficial, in the longer term we are likely to have to replenish that cash with loans in order for it to be spent as originally planned for. Interest rate risk is the risk that when we come to find to raise those loans the cost of servicing them is prohibitively high. This is an issue the Council is monitoring closely, as interest rates are likely to rise in the coming years.

This indicator also serves as a test at to whether the Council complies with the requirement to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2014/15 and the following two financial years.

The Director of Finance reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitment, existing plans, and the proposals in this budget report.

3.2 Treasury Indicators: Limits to Borrowing Activity

The **operational boundary** is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be similar figure to the CFR but sometimes due to cash flow issues debt can be above or below the CFR.

The operational boundary can be exceeded, but it does serve as a useful indicator to assessing the Council's external debt levels.

The following table shows the Council's estimates for its operational boundary:

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	£'000	£'000	£'000	£'000
Operational Boundary				
Loans	£840,000	£840,000	£842,000	£850,000
Other Long Term Liabilities	£360,000	£390,000	£420,000	£460,000
Total	**£1,200,000**	**£1,230,000**	**£1,262,000**	**£1,310,000**

The **authorised limit on external debt** represents a control on the maximum amount of debt the Council can legally hold. Under Section 3 of the Local Government Act 2003 this limit is agreed by full Council and cannot be revised without that body's agreement.

The authorised limit reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the long term.

The Council is asked to approve the following limit:

	2013/14	2014/15	2015/16	2016/17
	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
Authorised Limit				
Loans	£890,000	£940,000	£950,000	£950,000
Other Long Term Liabilities	£360,000	£407,000	£440,000	£470,000
Total	**£1,250,000**	**£1,347,000**	**£1,390,000**	**£1,420,000**

Separately, the government also limits the amount of debt the HRA can hold through a cap that was set in 2013. This debt-cap arose as a result of the HRA's transition from a government supported subsidy system to a self-financing approach.

The HRA's debt (CFR position) is currently under the cap. The difference between the cap and the HRA's CFR represents the headroom it has to use credit to fund capital investment.

The debt cap and the HRA's headroom position is currently:

	2013/14	2014/15	2015/16	2016/17
	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
HRA Debt Limit				
HRA Debt Cap	£388,311	£388,311	£388,311	£388,311
HRA CFR	£346,209	£346,543	£348,389	£348,362
HRA Headroom	**£42,102**	**£41,768**	**£39,922**	**£39,949**

3.3 Prospects for Interest Rates

Until 2013, the economic recovery in the UK since 2008 had been the worst and slowest recovery in recent history. However, growth has rebounded during 2013 to surpass all expectations, propelled by recovery in consumer spending and the housing market.

Forward surveys are currently very positive indicating that growth prospects are strong for 2014, not only in the UK economy as a whole, but in all three main sectors,

services, manufacturing and construction. This is very encouraging as there does need to be a significant rebalancing of the economy away from consumer spending to construction, manufacturing, business investment and exporting in order for this start to recovery to become more firmly established.

One drag on the economy is that wage inflation continues to remain significantly below CPI inflation so disposable income and living standards are under pressure, although income tax cuts have ameliorated this to some extent. However, labour productivity must improve significantly for this situation to be corrected by the warranting of increases in pay rates.

The US, the main world economy, faces similar debt problems to the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth.

The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- As for the Eurozone, concerns have subsided considerably in 2013. However, sovereign debt difficulties have not gone away and major concerns could return in respect of any countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed. Counterparty risks therefore remain elevated. This continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2014/15 and beyond;
- Borrowing interest rates have risen significantly during 2013 and are on a rising trend. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed and consistently monitored to avoid incurring even higher borrowing costs, which are now looming ever closer. The Council ameliorated a significant element of its exposure through its under borrowing position during the year by taking on £37m of loans for the HRA. The Council also intends to further reduce its under borrowing position in the coming years to mitigate against interest rate risk;
- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns. The Council considers opportunity costs, along side its wider cash management needs, when deciding when to take loans.

3.4 Borrowing Strategy

The Council is currently maintaining an under-borrowed position, and plans to do so for the coming years. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loans. Instead cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.

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Against this background and the risks within the economic forecast, caution will be adopted with the 2014/15 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

The Council's under borrowed position is currently supported by reasonable cash balances from reserves, grants unapplied, receipts and other sources. However, these balances are expected to fall, which increases our exposure to interest rate risk.

The Director of Finance will continue to monitor the interest rate environment and market borrowing rates.

If it is felt that there is likely to be a fall in the cost of borrowing, or an extension to the current low cost period, then the Council's plans for its reduction of the internal borrowing position will be reviewed, with consideration being given to maintaining the position at its current levels, or increasing it.

However, if it was felt that there was a significant risk that the cost of borrowing was likely to increase beyond that currently being forecast, the Director of Finance will give consideration to taking on more fixed-rate loans whilst interest rates are still lower than they would be in future years.

The cost of borrowing is likely to be effected by global events. Decisions taken on how to manage quantitative easing in the US will help determine market sentiment towards asset classes such as UK gilts. The pace of recovery in the global economy will also weigh heavily on demand for sovereign debt.

Any decisions on the drawdown of loans will be reported to the Cabinet Member for Finance at the next available opportunity.

3.5 Treasury Management Limits on Activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

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The Council is asked to approve the following treasury indicators and limits:

	2014/15	2015/16	2016/17
	£'000	£'000	£'000
interest rate exposure	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	£178,000	£178,000	£178,000

This table indicates our desire not to increase the number of variable rate loans we have beyond our current floating-rate lender option buyer option (LOBO) bank loans.

	2014/15	
	Lower	Upper
Maturity structure of fixed interest rate borrowing:		
Under 12 months	0%	20%
12 months to 2 years	0%	20%
2 years to five years	0%	20%
5 years to 10 years	0%	40%
10 years to 20 years	0%	40%
20 years to 30 years	0%	20%
30 years to 40 years	0%	15%
40 years to 50 years	0%	15%

This table shows the Council's desire to avoid having to many loans maturing in any one period. The Council currently expects the majority of its loans to mature in the medium term, supporting the HRA business plan and aligning maturities to our CFR profiles to avoid over-borrowing situations.

	2014/15	
	Lower	Upper
Maturity structure of variable interest rate borrowing:		
Under 12 months	0%	100%
12 months to 2 years	0%	0%
2 years to five years	0%	0%
5 years to 10 years	0%	0%
10 years to 20 years	0%	0%
20 years to 30 years	0%	0%
30 years to 40 years	0%	0%
40 years to 50 years	0%	0%

This table is reflective of our floating-rate LOBO bank loans. The bank has the option to re-set the interest rate on these loans every six months. As the Council then has the option to accept the rate or repay these loans, we are required to show them as maturing within 12 months for the purposes of this indicator.

The Council monitors the potential for the rates on these loans to re-set, but does not believe this is likely in 2014/15. Accordingly, and despite this indicator, we do not expect to repay these loans in 2014/15.

3.6 Policy on Borrowing in Advance of Need

The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in

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advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

3.7 Debt Rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:
- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and / or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

Consideration was given to rescheduling opportunities during 2013/14, but the costs of terminating loans early outweighed any potential gain.

Any rescheduling will be reported to the Cabinet Member for Finance, at the earliest meeting following its action.

4   ANNUAL INVESTMENT STRATEGY

4.1 Investment Policy

The Council's investment policy has regard to the government's Guidance on Local Government Investments ("the Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code").

The Council's investment priorities will be security first, liquidity second and then return. This ensures we do not chase yield at the expense of the security of our investment.

In accordance with guidance from government and CIPFA, and in order to minimise the risk to investments, the Council clearly stipulates the minimum acceptable credit quality of counterparties for inclusion on the lending list.

The creditworthiness methodology used to create the counterparty list fully accounts for the ratings, watches, and outlooks, published by all three ratings agencies with a full understanding of what these reflect in the eyes of each agency. Using these ratings services, potential counterparty ratings are monitored on a real time basis with knowledge of any changes notified electronically.

Furthermore, officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the

financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate.

The assessment will also take account of information that reflects the opinion of the markets. To this end the Council engages with its advisors to maintain a monitor on market pricing such as 'credit default swaps', and overlay that information on top of the credit ratings. This is fully integrated into the credit methodology provided by our advisors, Capita Asset Services, in producing its colour codings which show the varying degrees of suggested creditworthiness.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector, in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

The intention of the strategy is to provide security of investment and minimisation of risk. The strategy also enables the Council to operate a diversified investment portfolio to avoid an over concentration of risk.

Investment instruments identified for use in the financial year are listed under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's treasury management practices.

4.2 Creditworthiness Approach

This Council applies the creditworthiness service provided by Capita Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands.

The Council will therefore use counterparties within the following durational bands:
- Yellow   5 years
- Dark pink   5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
- Light pink   5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
- Purple   2 years
- Blue   1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange   1 year
- Red   6 months
- Green   100 days
- No colour   not to be used

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Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

	Colour (and long term rating where applicable)	Money and/or % Limit	Time Limit
Banks *	yellow	100%	5 years
Banks	purple	£30m	2 years
Banks	orange	£30m	1 year
Banks – part nationalised**	blue	£50m	1 year
Banks	red	£15m	6 months
Banks	green	£10m	100 days
Banks	No colour	Not to be used	
Council's banker (currently the Co-op Bank)	-	100 %	3 days
DMADF	AAA	100%	6 months
Local authorities	n/a	£30m	5yrs
Money market funds	AAA	100 %	liquid
Enhanced money market funds with a credit score of 1.25	Dark pink / AAA	100 %	liquid
Enhanced money market funds with a credit score of 1.5	Light pink / AAA	100 %	liquid

* Please note: the yellow colour category is for UK Government debt, or its equivalent, constant net asset value money market funds and collateralised deposits where the collateral is UK Government debt.

** When placing deposits with part nationalised banks the Council will take care to review when it expects the UK Government to divest its interest in the institution, and the impact this move would have on the Council's view of the institutions security.

The Council does not expect to place deposits for maturities greater than 12 months during 2014/15. Should it choose to do so, the action will be reported to the Cabinet Member for Finance at the earliest available opportunity.

Our creditworthiness service uses a wider array of information than just primary ratings and, by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of short term rating F1, long term rating A-, viability rating of A-, and a support rating of 1. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored daily. The Council is alerted to changes to ratings of all three agencies through its use of the Capital Asset Services creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings, the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. The Council will also use market data and market information, information on government support for banks, and the credit ratings of that supporting government.

4.3 Country Limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of *AA-* from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Annex 2. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

4.4 Investment Strategy

When considering its investments the Council will consider:

- Its longer term cash balances. This is cash available for use in the medium to long term, and comes from reserves, grants and receipts that are yet to be spent;
- Short term cash flow requirements that arise on a daily basis; and,
- Expectations on interest rates. This is important for the Council when determining a required rate of return on our investments.

The Bank of England base rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 2 of 2016. Base rate forecasts for financial year ends (March) are as follows:

Year	Base Rate Forecast
2014/15	0.50%
2015/16	0.50%
2016/17	0.50%
2017/18	1.25%

There are upside risks to these forecasts (i.e. start of increases in base rate occurs sooner) if economic growth remains strong and unemployment falls faster than expected. However, should the pace of growth fall back, there could be downside risk, particularly if Bank of England inflation forecasts for the rate of fall of unemployment were to prove to be too optimistic.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next four years are as follows:

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Year	Proposed Returns
2014/15	0.50%
2015/16	0.50%
2016/17	1.00%
2017/18	2.00%

The Council also offers an indicator for the forecast total funds invested for greater than 364 days. These limits are set with regard to the Council's cash requirements and to reduce the need for early sale of an investment.

The Council does not expect to place deposits with maturity dates in excess of 12 months, but should it do so the monetary value of those deposits will not exceed:

	2014/15 £'000	2015/16 £'000	2016/17 £'000
Maximum sums invested greater than 365 days	£30,000	£30,000	£30,000

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Annex 1

Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable.

The following specified investment instruments, along with their minimum credit rating, have been outlined below:

	* Minimum credit criteria / colour band	** Max % of total investments/ £ limit per institution
DMADF – UK Government	UK sovereign rating	100%
Bonds issued by multilateral development banks	AAA	100%
Money market funds	AAA	100%
Enhanced money market funds with a credit score of 1.25	AAA	100%
Enhanced money market funds with a credit score of 1.5	AAA	100%
Local authorities	N/A	100%
Term deposits with banks and building societies	Green	£10m
CDs or corporate bonds with banks and building societies	Green	£10m
Gilt funds	UK sovereign rating	100%

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NON-SPECIFIED INVESTMENTS:

These are any investments which do not meet the specified investment criteria. Non-specified investments are typically viewed as being riskier than specified investments.

A maximum of £30m will be held in aggregate in non-specified investment.

A variety of investment instruments are outlined below. The Council has selected these instruments based on their high credit quality.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	* Minimum credit criteria / colour band	** Max % of total investments/ £ limit per institution	Max. maturity period
UK Government gilts	UK sovereign rating	100%	5 years
UK Government Treasury blls	UK sovereign rating	100%	5 years
Local authorities	N/A	100%	5 years
Gilt funds	UK sovereign rating	100%	5 years
Banks	Purple Yellow	100% 100%	2 years 5 years

Annex 2

Approved countries for investments:

AAA
- Australia
- Canada
- Denmark
- Finland
- Germany
- Luxembourg
- Norway
- Singapore
- Sweden
- Switzerland

AA+
- Hong Kong
- Netherlands
- U.K
- U.S.A.

AA
- Abu Dhabi
- France
- Qatar

AA-
- Belgium
- Saudi Arabia

Equality Impact Assessment

Name of policy/proposal: 2014/15 Revenue Budget

Status of proposal: New   **Name of person(s) writing EIA**: Adele Robinson

Date: 02/02/2014   **Service**: Finance   **Portfolio**: Resources

What are the brief aims of the Proposal?

The purpose of the Revenue Budget report is to:

- To approve the City Council's revenue budget for 2014/15, including the position on reserves and balances;

- To approve a 2014/15 Council Tax for the City Council; and

- To note the levies and precepts made on the City Council by other authorities

The Council's Plan '*Standing up for Sheffield*[1]' sets out the Council's strategic direction and priorities. The Plan was developed and formally agreed by the Council's Cabinet in 2011. The Council's budget proposals have continued to be demonstrably shaped by this.
These priorities can be summarised as:

- Standing up for Sheffield
- Supporting and protecting our communities
- Focusing on jobs
- Business friendly

Background

Section 149, of the Equality Act 2010, the Public Sector Equality Duty says a public authority must, in the exercise of its functions, have due regard to:

- Eliminate discrimination, harassment, victimisation
- Advance equality of opportunity
- Foster good relations

Having due regard to these involves:

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

This means we need to understand the effect of our policies and practices on equality, this will involve looking at evidence, engaging with people, staff, service users and others and considering the effect of what we do on the whole community. One of the ways in which we do this as a Council is through conducting Equality Impact Assessments (EIAs).

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[1] https://www.sheffield.gov.uk/your-city-council/policy--performance/what-we-want-to-achieve/corporate-plan.html

The Council-wide EIA and the individual service EIAs on budget proposals that underpin it are focussed on the impact on the protected characteristics in the Equality Act 2010. These include age, disability, race, sex, sexual orientation, religion/belief, gender reassignment, pregnancy & maternity. In Sheffield, we have decided to go beyond our statutory duty under the Equality Act 2010. We also assess the impact on the voluntary and community sector (VCS), financial exclusion, carers, armed forces and cohesion. We believe that this gives us a wider understanding than the statutory framework would without these additions.

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

Also a commitment to fairness and social justice is at the heart of the Council's values and as a result we set up the City's independently chaired <u>Fairness Commission</u> which reported in 2013. The principles set out in the Commission's findings influenced and are reflected in our budget proposals 2014/15. The Council also dedicated a one year £1 million fund to fund activity related to fairness. We believe that everyone should get a fair and equal chance to succeed in Sheffield. However we recognise that some people and communities need extra support and help to reach their full potential, particularly when they face multiple layers of disadvantage and discrimination.

However it is inevitable when funding levels are reduced year on year that there will be an impact on the services we deliver, including some of the work we do with people who are most vulnerable and groups who share a protected equality characteristic. Next year 2014/15 we need to save £54m, on top of the £180m of savings we have already made over the last three years and we face further budget reductions to 2018. As far as practically possible within the confines of a cumulatively reduced financial settlement, we have tried to minimise the impact on the most vulnerable and at risk however there are extremely challenging choices and difficult decisions are proposed. There will therefore be impact on all communities but we have tried to make reductions in a way that is fair but protects those most in need of our support.

Impact analysis is started early in the process of considering service changes to ensure we could involve relevant individuals and groups and understand any negative impact. The action plans for individual EIAs are designed to ensure that the services concerned implement reductions with as little negative impact as possible for the customers involved. There will be careful management and control of each reduction.

Impact assessments are made available to all Council Members in advance of any decision being taken at Cabinet or Full Council, including briefing all relevant Cabinet Members on impact assessments related to proposals in their area of responsibility.

The size and pace of the financial challenge means that efficiency savings alone do not enable us to balance our budgets so we will be continuing to reduce the Council's investment in services next year and in future years. Many of these reductions or changes in provision will occur during the next year and therefore the impacts on individuals and groups will be monitored to ensure that any potential negative impact is reduced as far as possible. EIAs are 'live' documents and will be subject to change, as proposals or evidence of impact changes.

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We are confident that our budget proposals will mean services for those that most need our help and support will see lesser reductions. We have tried to target the savings through changes to the way we work, redesigning and restructuring our services and support teams, restructuring our contracts and commissioning and increasing trading of our services but there will be impact as well on service delivery.

Consultation and evidence to support EIAs

Tackling inequality is crucial to increasing fairness and social cohesion, reducing health problems, improving wellbeing and helping people to have independence and control over their lives. It underpins all that we do. The Fairness Commission findings and principles have guided the approach we have taken in developing these proposals such as:

- Those in greatest need should take priority.
- Those with the most resources should make the biggest contributions.
- The commitment to fairness must be a long-term one.
- The commitment to fairness must be city-wide.
- Prevention is better than cure.
- Be seen to act in a fair way as well as acting fairly.
- Civic responsibilities among residents contribute to the maximum of their abilities and ensuring all citizens have a voice.
- Open a continuous campaign for fairness in the city.
- Fairness must be a matter of balance between different groups, communities & generations.
- The city's commitment to fairness must be both demonstrated and monitored annually.

As part of the development of options for the 2014/15 budget, officers have undertaken a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by decisions taken as part of the budget, and to ensure that they have had an opportunity to put forward other ideas for consideration.

Our budget consultation activity has had three main strands this year:

- Two large Council consultation events in the Town Hall
- Events on particular topics – notably adult social care and housing related support
- Consultation on specific budget proposals

Consultation on service-specific proposals has taken many forms, depending both on the nature of the proposal and which service users and communities are likely to be affected. In general terms, proposals that were assessed as having a higher impact were subject to more detailed consultation. This has ranged from public meetings, to individual discussions with providers, to surveys and questionnaires. We also published information on the Council website broad overviews of a number of proposals that may impact on the community as a whole and invited feedback.

All the results of consultation activity will be taken into account when making individual decisions on the proposals. In some cases this consultation activity is not yet complete, (e.g. sexual health services) and therefore firm proposals will be subject to further decision making in line with the Council's usual governance processes. More information about our approach to consulting on the budget proposals can be found in the Revenue Budget Report and in individual service EIAs.

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Impact analysis is started early in the process of considering service changes, to ensure we can involve relevant individuals and groups and understand any negative impact. Equality considerations do not preclude cuts or changes in services being made, but do require that these be fully understood, both at an individual decision level, as well as council wide.

These considerations have been discussed with Members in developing the proposals and in advance of any decision being taken at Cabinet or Full Council. This includes briefing all relevant Cabinet Members on impact assessments related to proposals in their area of responsibility and discussing at Scrutiny prior to Cabinet. Action plans for individual EIAs are designed to ensure that the services concerned implement reductions with as little negative impact as possible for the customers involved. There will be careful management and control of each reduction.

Evidence - What do we already know – Sheffield Demographics

As well as consultation evidence, we have used monitoring information we already hold in services to help us identify possible impacts and to help shape and inform the EIA process.

To help us identify possible impacts requires an understanding of how the city is made up and the issues people face. The 2011 Census , Sheffield Facts and Figures and State of Sheffield shows:

- Sheffield's population has grown above the national average and the City Region, rising from 513,000 in 2001 to 552,698 at the time of the 2011 census. This is currently projected to increase to around 600,000 by 2020. This has resulted from increases in births, net inward migration and longer life expectancy.

- We are a diverse city and the ethnic profile continues to change, with the proportion of residents classifying themselves as non-white British growing from 11% in 2001 to 19. % in 2011. BME adults make up 16% of the population and BME children 29%. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas of the city with high proportions of BME people. These areas tend to correlate with areas of higher deprivation.

- Sheffield has a higher proportion of its population aged 65 years or over (16.7 % or 85,700 people) than the other English Core Cities. This is projected to increase, with the largest increase in the number of people aged over 85.

- The age group that has increased the most from 2001 to 2011 is 16 – 24 we now have 16.7% of our population in this group and a further 18.2% under 16.

- Sheffield has a geographical pattern of communities that experience differing levels of deprivation and affluence. Generally, the most deprived communities are concentrated in the north and east of the city whilst the most affluent are located in the south and west.

- Around 12 % of all households, 28% of over 60's and 24% of dependent children live in households reliant on Housing and/or Council Tax Support.

- 31% of people live in a one person household whilst 36% of households include children.

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- Residents' incomes are around 10-15% lower than the national average. In addition Sheffield is ranked 6th out of 326 against other Local Authorities for low income.

- Life Expectancy in the city is 78.4 years for men and 82.1 years for women and there are greater numbers of women than men in the city, due to higher life expectancy for women.

- While the pay gap between men and women has been reducing, there is still evidence that in general men are paid more than women. Women working full-time are paid an average of 15.5% less an hour than men for doing work of equivalent value. Women pensioners therefore tend to be poorer than male pensioners. Other issues, which cannot be separated from experiences of financial exclusion and poverty, include age, ethnicity, sexuality, disability and domestic abuse etc.

- There are over 105,000 adults with a long term limiting illness, equivalent to around 20% of the population, with 9% saying this limits their activity a lot.

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

- We have high levels of financial exclusion in almost half of Council wards (affecting approximately 218,743 people in 48% of wards). Rates of unemployment are highest among those with no or few qualifications and skills, those with caring responsibilities, lone parents, those from some ethnic minority groups, older workers and, in particular, young people.

- Sheffield's Employment Strategy indicates that there are around 6,000 18-24 year olds in the city claiming Jobseeker's Allowance (JSA) and a further 1,200 who are Not in Education, Employment or Training (NEET).[i] Some BME groups are disproportionally affected, for example the NEET figure for the city is 11.2%, but for Caribbean youngsters is 20%.[ii]

- People within some groups can be disproportionally affected by disadvantage and inequality. For example, children are more likely to live in poverty if they are from Black and minority ethnic (BME) family: 77% of Somali and 61% of Yemeni children in Sheffield are eligible for Free School Meals compared to 18.5% of all children in poverty in Sheffield.[iii]

- In terms of child poverty 37% of Sheffield is in the bottom 30% of areas, with 21% of all children in the city living in households receiving council tax benefit or housing benefit. It is also estimated that 25% of children in Sheffield live in low income households.

- 29% of children with Special Educational Needs (SEN) in Sheffield are eligible for Free School Meals compared with 18.5% of all children in Sheffield.[2]

- The Council has 33,000 working age taxpayers who receive council tax support and although fluctuating in December 2013 there were 4120 Council tenants affected by under occupancy.

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[2] SCC, January School Census 2010

[1] https://www.sheffieldfirst.com/key-documents/state-of-sheffield.html

Impact Analysis

Areas and detail of impact

Overall

Inevitably when funding has reduced year on year at the scale that the Council has experienced, £180 million over the past 3 years, and a further £54 million this year there will be an impact on services we deliver and on some of the work we do with the most vulnerable including groups who share a protected equality characteristic. Decisions will affect different people in different ways. It is possible that proposals will have a disproportionate impact on some groups in comparison to others, even if this is not the intention.

We have tried to minimise the impact on these groups as far as possible by reducing costs of management and corporate services, however we have had to make some really tough choices. We are being guided in these choices by our values, commitment to fairness and by our priorities to protect frontline services and services for those who most need our help and support where possible. Our approach to the budget is summarised in **6 outcome areas** which correspond the Corporate Plan. These are;

- Great Place to Live
- Competitive City
- Safe and Secure Communities
- Better Health and Well-Being
- Successful Young People and Families
- Tackling Poverty and Increasing Social Justice

There is also a relatively small corporate services function which supports all of the areas comprising services such as human resources, finance, legal, IT, democratic services, elections and policy and performance functions.

Each outcome area has been asked to make 15% savings but in line with the fairness principles. Each outcome area has also developed a longer term plan for 2015 – 17 and each area has undertaken initial impact analysis on all proposals. Where the risk of disproportionate impact has been identified an in - depth impact assessment has been undertaken and mitigations sought.

Overview of Outcome Areas

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

Competitive City currently spends £13 million and this area accounts for 3% of our net budget.

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Areas and detail of impact

We are seeking to make £2 million in savings in this area and £5 million over 3 years. There were 17 initial EIAs completed however with only one having a medium/ high equality impact. This related to r*educing the subsidies* we are providing to culture and environment, for example to Sheffield International Venues, Sheffield Theatres Trust, Museums Sheffield, city centre management and to events. This may result in increased charging/ ticket prices for cultural and sporting events and so impact more on people on a low income.

Tackling Poverty and Increasing Social Justice spends approximately £5 million, this spend in is underpinned by many other areas of Council work and crosses other outcome areas. Specifically this area includes the money we spend to support the Voluntary and Community Sector and supporting people to get back into work. Over the next year we will need to save £1.5m from this area. Both EIAs undertaken in this area were in-depth EIAs. These related to VCS Grants and the review of welfare support, and will most likely impact on disabled people.

Safe and Secure Communities spending is £1 million and just 1% of our budget. We are working closely with South Yorkshire Police and the Police and Crime Commissioner in developing our proposals in this area. In addition other spending in different outcome areas, for example in Better Health and Wellbeing, where we invest in domestic abuse and drug and alcohol services will impact on this Outcome Area. There are only 3 in depth EIAs in this area, two relate to staff restructuring and the third proposal is to reduce the discretionary grants we give out in this area, this could impact on multiple areas such as cohesion, race, gender and financial exclusion.

Successful Young People and Families accounts for £80 million of spending or 16% of our budget. Another £360 million is spent by schools on education and another £10 million on public health initiatives. There have been 46 EIAs of which many are in depth. Assessments have highlighted a significant number of areas where there is a potential risk of medium/ high differential impact in areas such as Reshaping Youth Services, changes to educational psychology, parental engagement team, Pupil Referral Unit and Advice and Conciliation services, changes to SEN transport and changes to Integrated Learning Disability Services and changes to public health contracts. Also a significant number of proposals focus on the internal restructuring of teams which means reduced staffing levels. Where we are reducing funding we are working to minimise direct impact on service users. Key overall mitigations include:

- Savings in management, administration and premises costs and restructuring our services and teams to ensure services are as effective and efficient as possible. This includes mainstreaming the Building Successful Families programme into the Multi Agency Support Team.
- Targeting funding to the most vulnerable and at risk, and to early intervention and prevention, with support services that are flexible, accessible and of high quality.
- Focussing our reduced budgets on the services that will make the biggest difference to children and young people in Sheffield.
- Developing services to help those who are at the greatest risk of being Not in Education, Employment or Training (NEET). We have agreed a deal with central government to have greater control of funding for these areas, and we are working with local employers and businesses.
- Working in partnership with schools through the City Wide Learning Body as we continue to try to ensure that services for the most vulnerable are prioritised.

Better Health and Wellbeing accounts for 30% of our spending or £150 million and is second

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Areas and detail of impact

only to the schools spend on education. It represents the single largest controllable area of our budget. We purchase over 1 million hours of care a year and spend £1.5million per week on accommodation for people who are not able to live independently. In depth EIAs have been completed for most proposals in this area as many of the services in this outcome such as Adult Social Care, are by definition, providing services to vulnerable, disabled and older people. The areas include continuation of the adult social care recovery programme, consolidating purchasing for high volume mental health services and renegotiation of fees for high cost mental health services. Also retendering of Home Care services, reducing our reliance on expensive internal care and support services, (including reviewing in house services such as Complex Needs, Community Support Services, City Wide Care Alarms and assistive technology provision). We are also developing new types of accommodation to help people stay independent so reducing residential and nursing costs. Key mitigations to limit the risk of disproportionate impact include:

- Making savings in restructuring and by being innovative in approach whilst protecting the most vulnerable people who need our help and support
- Working with individuals, carers and families to find the most cost effective ways to meet their eligible needs
- Focusing on helping people regain as much of their independence as possible
- Reshaping services and re tendering to ensure value for money including developing new types of accommodation that help people stay independent, safe and well at a lower cost
- Reducing our reliance on more expensive providers
- Helping more people to help themselves by offering professional support, physical therapies, and more innovative equipment and technology
- Encouraging providers of innovative, more cost effective care and support services to increase the amount of people they can support
- Reducing costs in direct payments by purchasing services that people want in bulk
- Helping more people get the financial support they are entitled to from Government. We will not meet the cost of care and support services that are already funded elsewhere

In **Corporate Services** which cross **all outcome areas** we spend £25million or 1.8% of the gross spend. £7.7 million is spent on collecting council tax and business rates and we have reduced spending in this area by £35 million in the last few years. By doing this we have protected front line services. Most EIAs were 'equality neutral' or low i.e. the proposals will not be expected to have a disproportionate impact other than those relating to workforce.

In summary there are a number of key themes relating to equality that run through the proposals:

- Restructuring and integrating services and teams to increase efficiency and effectiveness
- Increasing the 'Managing Employee Reductions' processes to reduce the number of staff employed in certain areas
- Targeting of resources to those most vulnerable, in need and at risk
- Helping people to be independent, safe and well and to make their own choices
- Intervening early and doing more preventative work
- Working with other agencies to help coordinate help and support for vulnerable people
- Ensuring better value for money in the services we commission or purchase
- Increasing charges as a way to maintain service levels

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Areas and detail of impact

- Increasing traded services in non-core areas (such as with schools)
- Reducing funding to the Voluntary and Community sector (VCS) in line with reductions to the rest of the Council's budget
- Shifting the focus of public health spend to addressing the root causes of ill health
- Continuing to monitor the impact of changes over the coming year.

Overall, the proposals have the potential to impact negatively in some areas and service EIAs have sought to mitigate this however there are also positive impacts identified which are highlighted. Further details of the 'impacts' are contained in individual service EIAs.

Although not within the scope of our budget proposals it is important in the EIA to highlight some relevant other factors which are impacting on people in the city. For example national policy, such as the welfare reforms are adding to the financial pressures facing some communities and are widening existing inequalities.

Overall we estimate that over £173 million has been taken from the local economy as a result of these changes. This equates to £471 per year per every working adult in the city, although this burden is not spread evenly. These changes are likely to impact on specific groups who already experience inequality such as people on a low income, disabled people and women

Multiple and cumulative Impacts

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

Older people and disabled people are more likely to be impacted by the changes in adult social care. Young people and parents will be impacted by changes in young peoples' services. Some people who have been previously receiving a service will receive a changed, reduced or no service as we focus on the most in need and at risk. This will also potentially have a subsequent impact to a carer or a parent. However where possible mitigations have been highlighted in service EIAs.

Where charges are likely to increase, whether for leisure, cultural or other services this will generally increase barriers to participation to people on a low income and therefore to the groups noted above.

A further impact across a range of proposals will be the transition from one provider to another, which may include moving from one location to another and these changes have the potential for significant impact on those individuals transitioning. We will take this into account in any changes, undertake risk assessments where necessary and provide support for users and carers.

Following the decision in the Councils revenue budget 2012/13, the library service is undergoing a major review and a consultation on the proposed changes has recently concluded. The views received have helped shape a new structure for the library service that takes into account future needs and is affordable. An EIA has been carried out on the impact of retaining 11 hub libraries and providing limited funding for up to 5 co-delivered libraries and support for 10 independent libraries. Further equality impacts may subsequently be addressed by the determination of the location of the five community-led libraries and independent

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libraries. Additionally extra support measures will be funded by the Council for up to 3 years for independent libraries. Workshops have been set for independent library groups and a guidance pack will be produced. This package of support has been developed following discussion with groups. This means that each independent library now has an initial approved business plan and the opportunity to access sufficient funding to remain open and become sustainable over the next 3 years.

Over the past year we have continued to invest in the Voluntary and Community Sector (VCS). We will continue to invest £1,994,950 in Grant aid which represents a 15% saving on last year, in line with other savings across the Council. This budget includes the lunch clubs small grants for older people. The grants focus on promoting social inclusion by encouraging opportunities for people to contribute to their communities by volunteering and the grants focus is to contribute to tacking poverty and financial exclusion. Some negative equality impacts have been identified resulting from the reductions in overall grant aid funding available, and the fact that some projects that the Council previously supported will no longer receive funding in future. Reducing the discretionary grants in safe and secure communities will impact on multiple areas such as cohesion, race, gender and financial exclusion.

In the past year we have continued to prioritise support for the development of the new Sheffield Citizens' Advice and Law Centre and will continue to do so because of its work with people at risk of debt, financial exclusion and other issues linked to poverty.

We are streamlining services in areas of housing related support proposing to reduce the number of providers we contract with to deliver services with single points of access. People should therefore find it easier to access the appropriate support. This will however also result in reduced support available in areas such as the domestic abuse floating support service, support to offenders, young person's housing and the closure of a women's hostel. There will be a new combined domestic abuse refuge service. We are also proposing to withdraw the long term subsidies which will impact on sheltered accommodation. There will be multiple impacts some negative, positive and neutral (see service EIAs for detail).

We are proposing to reduce some winter maintenance and some road safety work which may have impacts on older and disabled people if not mitigated. However the EIA indicates the savings can be made without an impact on safety.

Several services in will be looking to increase charges as a way to maintain service levels. We have a fair charging policy and we will, where possible, mitigate any increases with free concessions where relevant for people on low incomes etc. An example is allotments where a discount has been applied. Increasing charging has the potential to impact across a range of groups who have lower incomes.

The scale of the staff efficiency savings, service restructuring and a reduction in management costs mean there is potential for impact on workforce diversity and staff morale, this will be monitored ongoing. Over the past three years over 1,000 jobs have been lost and a further 600 are vulnerable this year. This although not disproportionate in terms of diversity has the potential to impact significantly on peoples livelihood's and is money lost to the local economy. We have sought to reduce impact by the use of several schemes like voluntary severance where possible.

It is difficult to quantify the cumulative level of impact although mitigations have been highlighted in all EIAs and external factors such as welfare reform are also impacting negatively

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on some of the same groups for example, disabled people, carers, young people and women.

We will not invest or provide in as many areas as we did before the reductions started 3 years ago. Services are targeting the most in need and at risk but that does mean that there is reduced universal provision. We are still providing statutory services and we are focusing on the most vulnerable with the resource we have to invest.

Age	Older people

In 2011 Sheffield also had a higher proportion of its population aged 65 years or over (16.7 % or 85,700 people) than the other English Core Cities (the 8 biggest cities in England). The proportion of Sheffield's population aged over 65 is also projected to increase, with the largest increases in the number of people aged over 85.

Across **all Outcome Areas** impacts on age have been identified; however for older people the impacts are largely in the **Better Health and Wellbeing Area.** There are currently approx. 5,000 older people currently receiving social care support. In the continuation of the recovery programme, proposals will try to ensure we have consistent assessment processes but that we only fund services that clearly meet unmet eligible social care needs and are provided as cost effectively as possible. There may however be conflicting views from Service Users as to whether this work has a positive or negative impact on their lives. Some will see the opportunity to utilise Council and community-based support to live more independent lives to be highly positive. There may be other people unhappy that the cost of their care package is reducing, unhappy about the fact that a more cost-effect service has to be put in place to meet their eligible needs. However, the overall approach to reassessments is not changing; eligible needs will be identified and appropriate support put in place to meet those unmet needs. People will not be subject to a different approach based on their age. Every person's eligible needs will be identified and met through appropriate support arrangements.

We will also ensure that where eligible, people get the financial and health care support they are entitled to, such as continuing health care and ensuring appropriate financial inclusion support is put in place so that service users and carers are maximising their existing income.

We are proposing to reduce the demand for social care through improved information and advice, increasing the take up of benefits by people at risk of needing social care, working more closely with GPs and strengthening our support for carers.

We are proposing to retender Home Care services and to develop new types of accommodation to help people stay independent so reducing residential and nursing costs. A high proportion of care home residents are older people and on average are 85years old, 73% of residents are women and many are disabled. Approximately 6.7% of homes have increased top up fees in the past year. However we do not expect that any tender will lead to homes closing. There are mitigations identified in the EIA to reduce the risk of negative impact.

We will reduce our reliance on expensive internal care and support services, including reviewing in house services such as Complex Needs, Community Support Services, City Wide Care Alarms and assistive technology provision. We will reduce capacity of these services to match demand and ensure value for money. Again individual EIAs note both negative and positive impacts.

Changing the policy on housing related support subsidies to remove long term subsidies will

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impact on 1,800 older people in sheltered accommodation as subsidy is currently paid for warden and extra care tenants and will be removed. This will impact on older people who may have to pay for the service themselves. We are consulting and discussing options with accommodation providers regarding the re modelling of provision to reduce the impact.

Young People

The age group that has increased the most from 2001 to 2011 is 16 – 24 we now have 16.7% of our population in this group and a further 18.2% under 16. BME children make up 29% of the population.

In terms of child poverty 37% of Sheffield is in the bottom 30% of areas in England, with 21% of all children in the city living in households receiving council tax benefit or housing benefit. It is also estimated that 25% of children in Sheffield live in low income households.

Sheffield's Employment Strategy indicates that there are around 6,000 18-24 year olds in the city claiming Jobseeker's Allowance (JSA) and a further 1,200 who are Not in Education, Employment or Training (NEET).

In **Better Health and Wellbeing** we are proposing to reduce 'Activity Sheffield' service provision for 8-16yrs and 55-65yrs. However increased trading of 'Activity Sheffield' services will help generate income that will mitigate some core funding reductions.

In **Successful Young People and Families** there have been 45 EIAs, many of which have highlighted a significant number of areas where there is a potential risk of medium/ high differential impact. These include proposals below.

Reshaping Youth Services, is a continuation of changes underway to restructure services to increase efficiencies which include reducing the 'Sheffield Futures' contract. Youth services are by definition delivered to young people, so there is always a possibility that any budget reduction if not carefully managed or mitigated will have an adverse impact on young people. However, the savings being proposed will be managed through making service efficiencies. Significant back office savings are now being realised from actions taken in 2013-14 and service redesign will mean little or no impact on young people currently benefiting from services. Though our remaining provision would be removed, we will support community led organisations to help provide this.

There will be changes to educational psychology, parental engagement team, Pupil Referral Unit and advice and conciliation services. This includes trading more of our services to schools who are increasingly independent from us, including financial independence. We will still continue to provide statutory provision in these areas.

The proposed partial trading of the non-statutory services provided by the Educational Psychology Service follows the policy direction taken in other Local Authorities across the country. The EIA has identified the potential for different impacts within the 0-25 age range and on the grounds of race, disability and gender. However, the actual impact cannot be fully known until non statutory provision is traded and the market tested. Therefore, mitigations that have been proposed include ongoing information to institutions, regularly monitoring of pressures, and comparing baseline data. It is also proposed to build in a review following the launch of trading to enable further mitigation if required

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The proposed trading of the Advice and Conciliation service to schools mitigates against an alternative option of closure. There is a high take up of the service on issues relating to several protected characteristics, for example LGB, BME groups, pregnancy, religion and belief. The model will be reviewed after its launch to ensure that there is no negative impact on different user groups.

The proposed changes to alternative provision including supporting children in a school setting and dispersed Pupil Referral Unit should positively impact on BME pupils who are currently overrepresented in the Pupil Referral Unit, as are male students.

Changes to Special Educational Needs (SEN) transport and changes to Integrated Learning Disability Services will help encourage independence of young people and help reduce reliance on more expensive out of city provision. The changes to SEN Transport create potential for a positive longer term impact for VCF transport providers who may be able to access a new commissioning framework.

The proposed reshaping of the Early Years SEN Inclusion Team, which will see a better co-ordination with other services as targeted and specialist support to early years children and their families, will be delivered in an integrated way. This will provide opportunities for voluntary sector settings to become centres of excellence on SEN, thereby increasing demand for places at the setting.

The restructure of the 0-25 Integrated Disability Services will bring savings on SEN and Post 16 Learning Disability Placement costs by taking a holistic and multi-agency approach to individual needs which supports young people to access opportunities on a bespoke basis. This approach is benefitting those learners who are moving through from pre 16 to post 16 provisions. Potentially some young people currently in more costly out of city provision could return to Sheffield which would benefit young people their family and the Council.

The changes to public health contracts such as Integrated Sexual Health Service and Community Health Champions, means they will have reduced funding. We are working on ways of mitigating any impact on service users. The Sheffield Integrated Sexual Health Service (ISHS) is commissioned by Public Health to deliver open access demand led sexual health services. The universal service has a range of functions. There is ongoing work on the EIA for this, and it is recognised that ISHS works across several protected characteristics particularly in age, race, religion/beliefs, maternity, sexual orientation, disability, and poverty. Mitigating actions include reducing elements of the service in relation to training, communications and rationalising the development of sexual health outreach work which will impact on access to and delivery of services

The proposed cessation of funding for the pregnancy and early years worker at SOAR (regeneration charity) from 1 April 2014, will impact on SOAR unless they are able to secure alternative funding. However, there will be no impact on pregnant women as the loss of funding is being mitigated through inclusion in the early year's review which will reshape and refocus the service.

The Community Health Champions programme was established to promote physical activity, healthy eating and improved mental wellbeing, within those communities that have some of the poorest health outcomes. With its temporary funding through the Clinical Commissioning Group now ceasing, their overall funding will reduce. This work is being considered as part of the review of the remaining public health investment in early years and is being taken forward

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during 2014 to ensure that funding is more effectively directed towards the changing Council and public health priorities. All paid and non-paid community based support work will be considered as part of the review of prevention and early intervention in early years, and gaps in peer support will be addressed as necessary.

The proposed consultation into the Respite and Short Breaks Service recognises the changing market for respite care and short breaks as demand for respite has decreased alongside an increase in direct payments. The increasing number of direct payments is a positive move both for families and also for the Council.

Following an earlier consultation with mainly parents using prevention services, 20% of parents are interested in either running the groups themselves or becoming volunteers and taking up training.
Trading additional support from the Parental Engagement Team to schools would give schools a bespoke tailored solution allowing a better understanding of their parent and carer community and its circumstances, e.g. the need for ensuring accessible information, engaging at different times of day or avoiding certain days, female only events etc.

Also a significant number of proposals focus on the internal restructuring of teams which means reduced staffing levels. We do not expect the changes to have an impact on service provision and details of these changes can be found in service EIAs.

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

Disability

There are over 105,000 adults with a long term limiting illness, equivalent to around 20% of the population with 9% saying this limits their activity a lot. The service EIAs have identified a potential risk of negative impact on disabled people and noted mitigations to be put in place.

Most users of Adult Social Care are disabled by virtue of the eligibility criteria for services. This means that some of the changes within Adult Social Care will have a larger impact upon disabled people.

In **Better Health and Wellbeing** there are currently approximately 900 people with physical disabilities or sensory impairments supported by adult social care, and approximately 1,400 people with learning disabilities. In the continuation of the recovery programme proposals ensure consistent assessment processes and only funding services that clearly meet unmet eligible social care needs as cost effectively as possible. There may however be conflicting views from Service Users as to whether this has a positive or negative impact on their lives. Some will see the opportunity to utilise Council and community-based support to live more independent lives to be highly positive. There may be others that are unhappy that the cost of their care package is reducing, or unhappy about the fact that a more cost-effect service has to be put in place to meet their unmet eligible needs. However, the approach to reassessments is not changing; unmet eligible needs will be identified and appropriate support put in place to meet those needs. Service Users will not be subject to a different approach based on their disability. Every person's eligible needs will be identified and met through adequate support

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arrangements and although reassessments will still ensure that eligible social care needs are met, the outcome for individuals may have a negative overall financial impact on older and disabled Service Users.

There is a range of evidence and research to show that people, who are already at risk of social exclusion or discrimination, are more likely to be financially excluded than other groups. This means that it is important to ensure any appropriate financial inclusion support is put in place as part of the implementation of any reductions in allocations. This is to ensure that service users and carers are maximising their existing income.

The renegotiation of relatively high cost mental health services to provide consistent value for money will have an impact on disabled people however there may be conflicting views from Service Users as to whether this work has a positive or negative impact on their lives. Some people may be unhappy that the cost of their care package is reducing, or be unhappy about the fact that more cost-effect service has to be put in place to meet their eligible needs.

In **Successful Young People and Families** changes to SEN transport and changes to Integrated Learning Disability Services to help encourage independence of young people and help reduce reliance on more expensive out of city provision. The restructure of the 0-25 Integrated Disability Services will bring savings on SEN and Post 16 learning disability placement costs by taking a holistic and multi-agency approach to individual needs which supports young people to access opportunities on a bespoke basis. This approach is benefitting those learners who are moving through from pre 16 to post 16 provisions. Potentially some young people currently in more costly out of city provision could return to Sheffield which would benefit the young person, their family and the Council.

The changes to SEN Transport create potential for a positive longer term impact for transport providers in the voluntary and community sector who may be able to access a new commissioning framework. The proposed reshaping of the Early Years SEN Inclusion Team will see a better co-ordination with other services. This is because targeted and specialist support and early years, children and families will be delivered in an integrated way and this provides opportunities for voluntary sector settings to become centres of excellence on SEN, thereby increasing demand for places at the setting.

A potential to seek savings on college taxi travel for post 16 students through working in partnership to promote independent travel training and more efficient procurement of taxi services. Independent travel training would also open up new employment and training opportunities for the young person.
Following the proposed closure of the City Learning Centres (CLC), Talbot Specialist school is a key customer of South CLC will receive support within the school as mitigation and this revised approach should have a positive impact by reducing travel time and costs.

Race

Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents of working age classifying themselves as non-British white growing from 11% in 2001 to 19.2 % in 2011. BME adults make up 16% of the population and BME children 29%. The largest proportional increases occur in the; Arabic, East European, Indian and Chinese communities. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas of the city with high proportions of BME people, these tend to correlate with areas of higher deprivation

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There were very few impact assessments which highlight a medium/high impact on race. There are more indirect impacts on race identified; this is mainly in the areas of impacts on young people and people on low incomes. Mitigations have been identified and put in place in individual service EIAs.

In **Better Health and Wellbeing** there was a potential of high impact on race in relation to the changing of domestic abuse refuge provision. There has been consultation with service users and providers and the new purpose built provision will have appropriate service specifications and training, although some users will be unhappy to have a reduced choice of provider and that this will be a generic service.

There is no evidence to suggest that BME people will be disproportionately affected by the reductions in adult social care. The integration of the trans cultural team into mainstream mental health services identifies impact on race however this is mitigated by the fact that posts have been ring fenced for the staff in the transcultural team and mainstream services already see 24% of BME clients and the transcultural team only deals with 4% of the overall number of BME clients. The BME population of the city has grown since the service was established.

In **Successful Young People and Families** a change to the Integrated Sexual Health Services may negatively impact on some ethnic groups who are at a higher risk of contracting sexually transmitted infections. This is partially due to cultural differences around sexual health and the often strongly resistant approach of some BME communities to engage with sexual health services or in encouraging young people to access contraception.

Building on the EIA carried out in 2013, a comprehensive review and consultation with key stakeholders commenced in January 2014 on agreeing and planning the approach on how individuals with Sickle Cell and Thalassemia and their carers are supported. The condition primarily affects BME communities, is classed as disability and the organisation currently delivering the support is a BME run VCF organisation. The consultation process is due to end mid-March 2014.The findings of the review and consultation will result in an update of the EIA and will also inform the plan post 31st March 2014.

The proposed changes to alternative provision including supporting children in a school setting and dispersed Pupil Referral Unit should positively impact on BME pupils who are currently overrepresented in the Pupil Referral Unit, as are male students.

In Tackling Poverty and Increasing Social Justice there are reductions to Grant Aid this year of 15%, so this means we will invest approximately £2 million this year. However the main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

Religion/ Belief

Few service impact assessments have detailed impacts in this area. In **Better Health and Wellbeing** the medium or high impact relates to the integration of refuge provision, (see on race and sex).

In **Successful Young People and Families** a reduction to the Sheffield Sickle Cell and Thalassemia Foundation may have a low impact as there is an alignment between some BME groups and some faith groups, therefore the impact may be interlinked (see race section).

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Providing a Catering Consultancy Support Service Offer will support those schools not in the corporate contract to comply with all legislation and the required national standards, this would have positive impact around a consistent quality on special diets and religiously compliant meals. On the whole there will not be any disproportionate impact.

Sex - including women, men & pregnancy and maternity

Few impact assessments have noted clear direct negative impacts on gender except in housing related domestic abuse services. However as women overall have lower incomes and are a larger proportion of adult social care service users and carers, there will be an indirect impact from multiple proposals such as increasing in charges.

In **Better Health and Wellbeing** we are also streamlining services in areas of housing related support where we are proposing to reduce the number of providers we contract with, to deliver services with single points of access. People should therefore find it easier to access the appropriate support. This will however also result in reduced support available in areas such as the domestic abuse floating support service and the closure of a women's homelessness hostel. Consultation has taken place, and some women indicated they didn't mind accessing mixed provision and some women did not want that. In mitigation some women will be able to access generic floating support in their own home and in generic hostel provision however this will impact on some women negatively. Due to the nature of the support some women will not want homeless accommodation in a mixed gender setting and will want support more tailored to their support needs. There will also be a new combined women's domestic abuse refuge service. This will mean the closure of a specific BME women's provision and will result in a negative impact in this area. To mitigate, in service specifications of new floating support services we will ensure training in relevant areas such as addressing cultural needs and awareness of support needs around domestic abuse. We are also proposing to withdraw the long term subsidies which will impact on sheltered accommodation. There will be multiple impacts some negative, positive and neutral. (See service EIAs for detail).

The transition from one provider to another, which may include moving from one location to another, means changes have the potential for significant impact on those individuals transitioning. We will take this into account in any changes, undertake risk assessments where necessary and provide support for users and carers.

In **Successful Young People and Families** the proposed cessation of funding for the pregnancy and early years worker at SOAR from 1 April 2014, will impact on SOAR unless SOAR is able to secure alternative funding. However, there will be no impact on pregnant women as the loss of funding is being mitigated through inclusion in the early year's review which will reshape and refocus the service.

A change to the Integrated Sexual Health Services as part of the former Public Health contracts may negatively impact on women who are more likely to access sexual health services. Treating and preventing sexually transmitted infections is critical in both sexes. A reduction in levels of outreach with men will also negatively impact (See Age).

There is additional funding for early years work as part of the increased focus on Public Health Outcomes. There will be a framework of services for families from pregnancy to age 5 which focuses on promoting child development and early help with all aspects of family life being key to this work. The targeting of provision to the most vulnerable and reducing inequalities across

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the city, will positively impact on 0-5, pregnant women and BME communities.

In **Safe and Secure Communities** we are reducing the discretionary grants by £75K this will impact on multiple areas such as cohesion, race, gender and financial exclusion.

Sexual Orientation

Few service impact assessments have detailed negative impacts in this area except in the **Successful Young People and Families Area.** The Sheffield Integrated Sexual Health Service (ISHS) is commissioned by Public Health to deliver open access demand led sexual health services. The universal service has a range of functions. There is ongoing work on the EIA for this, and it is recognised that ISHS works across several protected characteristics particularly in age, race, religion/beliefs, maternity, sexual orientation, disability, and poverty. Mitigating actions include reducing elements of the service in relation to training, communications and rationalising the development of sexual health outreach work all which will impact on access and delivery of services

Overall, we do not think there will be negative disproportionate impact, but information on our service users in this area is limited, although in the past year we have integrated appropriate monitoring into key areas like social care. Further monitoring will be undertaken as part of individual EIAs to assess this as relevant and appropriate.

Transgender

Few service impact assessments have detailed negative impacts in this area except in the Successful children and families **Children Young People and Families Portfolio**. As noted previously public health contracts changes to the Integrated Sexual Health Services will negatively impact support on transgender issues, for example tackling transphobia, awareness raising, building self-esteem etc. This is a non-core activity and could be compromised, if funding, is reduced carrying the risk that trans people, already one of the most marginalised groups, will be further marginalised.

We therefore do not think there will be negative disproportionate impact. As above, we do not have a sufficient amount of monitoring information about our service users in this area so further monitoring will be undertaken as part of individual EIAs to assess this as relevant and appropriate.

Financial Exclusion, Poverty, Social Justice

Sheffield residents' incomes are around 10-15% lower than the national average. In addition Sheffield is ranked 6th out of 326 against other Local Authorities for low income.

Although not within the scope of our budget proposals it is important in the EIA to highlight some other relevant factors which are impacting on people in the city. For example national policy, such as the welfare reforms are adding to the financial pressures facing some communities and are widening existing inequalities. These changes are likely to impact on specific groups who already experience inequality such as people on a low income, disabled people and women.

Central Government has cut funding to Local Authorities over the last 3 years as part of its deficit reduction programme. At the same time, we have had to deal with rising costs and increasing demand for our services. Inevitably when funding is reducing year on year at the

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scale that we are experiencing, there will be an impact on the front-line services.

In **all Outcome Areas** we have tried to minimise the impact as far as possible especially on those that most need our help and support, such as those that face financial exclusion and poverty.

Several services in **all Outcome Areas** will be looking to increase charges as a way to maintain service levels. We have a fair charging policy and we will, where possible, mitigate any increases with fee concessions where relevant for people on low incomes etc. This has the potential to impact across a range of groups who have lower incomes

In **Tackling Poverty and Increasing Social Justice** there are reductions to Grant Aid this year of 15%, so this means we will invest approximately £2 million this year. This is spilt into a lunch clubs fund and VCF grants relating to poverty, financial exclusion and supporting the VCS to thrive. However the main beneficiaries of grant funded services are BME people, older people, women and people on a low income. In the past year we have continued to prioritise and support the development of the new Sheffield Citizens' Advice and Law Centre and will continue to do so because of its work with people at risk of debt, financial exclusion and other issues linked to poverty.

In Better Health and Wellbeing we are changing the policy on housing related support subsidies to remove long term subsidies will impact on 1,800 older people in sheltered accommodation as this is currently paid for warden and extra care tenants and will be removed. This will impact on older people who may have to pay for the service themselves. We are consulting and discussing options with accommodation providers regarding the re modelling of provision to reduce the impact(See service EIA and older peoples section).

In **Great Place To Live** the library service is undergoing a major review and a consultation on the proposed changes has recently concluded. The views received have helped shape a new structure for the library service that takes into account future needs and is affordable. An EIA has been carried out on the impact of retaining 11 hub libraries and providing limited funding and support for 5 community-led libraries. Further equality impacts may subsequently be addressed by the determination of the location of the 5 community-led libraries. Additionally extra support measures will be funded by the Council for up to 3 years for independent libraries. Workshops have been set for independent library groups and a guidance pack will be produced. This package of support has been developed following discussion with groups This means that each independent library now has an approved business plan and the opportunity to access sufficient funding to remain open and become sustainable over the next 3 years.

We have also made changes to discretionary work in pest control and the proposal is to retain subsidised pest control services for people on benefits. In addition, kennel charges, where a high percentage of customers who own dogs are on low incomes, will remain the same. In Bereavement Services, the proposal is to increase cremation and burial fees. Whilst this brings burial and cremation charges in line with neighbouring authorities, e.g. Rotherham and the commercial operator at Grenoside, such increases potentially have a disproportionate impact on people with low incomes. We propose to increase allotment rental fees by 60% (fixed for 2 years until April 2017) however to mitigate the impact of this on people with low incomes (those currently in receipt of financial support), a 75% concession will be introduced from 1 April 2014.

In **Competitive City** we are reducing the subsidies we are providing to culture and environment, for example to Sheffield International Venues, Sheffield Theatres Trust, Museums

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Sheffield, city centre management and to events. This may result in increased charging/ ticket prices for cultural and sporting events and so impact more on people on a low income. This may increase barriers to participation for people on a low income.

In **Successful Young People and Families** we will continue where possible with successful schemes from last year that impacted positively such as the apprenticeship schemes, employability programmes. For example we will deliver the City Deal programme designed to deliver 4,000 new apprenticeship places. We are reshaping our Employability Programme to help those furthest from the labour market e.g. disabled jobseekers including people who experience mental health conditions and we will work hard to help long-term unemployed young people into training and work.

In **Corporate Services** the proposals set out in this Report assume that the Council will accept the Grant Freeze and will set an unchanged council tax in 2014/15.

Carers

There is likely to be an impact to carers as a result of the changes in **Better Health and Wellbeing.** These changes impact on disabled people and therefore indirectly to carers. Some disabled people will receive changed, reduced or no support as the recovery programme seeks to make sure that only those who have critical and substantial needs have these met. However, the overall approach to reassessments is not changing; eligible needs will be identified and appropriate support put in place to meet those needs.

Proposals around mental health recovery and learning disability legacy support will also impact on disabled people and indirectly to carers. We will only be able to provide the most cost effect services to meet people's needs and this may impact on people's choice of services. Some will see the opportunity to utilise Council and community-based support to live more independent lives to be highly positive. There may be other people that may be unhappy that the cost of their care package is reducing, or be unhappy about the fact that more cost-effect service have to be put in place to meet their eligible needs. However, the overall approach to reassessments is not changing; eligible needs will be identified and appropriate support put in place to meet those needs.

A further impact across a range of proposals will be the transition from one provider to another, which may include moving from one location to another and these changes have the potential for significant impact on those individuals transitioning. We will take this into account in any changes, undertake risk assessments where necessary and provide support for users and carers.

To help mitigate, further work and monitoring will take place. (See the disabled people section as well for other proposals which impacts on both groups).

Voluntary and Community Sector

When considering the impact on the VCS the importance of 'social value' is recognised by the 'Best Value' guidance[4], which was published by the Government in September 2011. This states that authorities have a duty[5] to consider the impact of budget reductions on VCF or other

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[4] https://www.gov.uk/government/publications/best-value-statutory-guidance--4
[5] The Best Value Statutory Guidance has statutory force and must therefore be taken into account in the exercise of funding decisions. It is issued under section 3(4) Local Government Act 1999 which states that, in deciding how to fulfil its Best

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organisations that have a 'social value'. The Public Services (Social Value) Act[6] requires us to take social value into consideration when we commission services. In order to do this effectively we will continue to monitor the impact of changes over the next year, on service changes as well as the knock on effects of reductions on other providers, and continue detailed consultation with customers and other stakeholders as specific activities are implemented.

In **Tackling Poverty and Increasing Social Justice** there are reductions to Grant Aid this year of 15%, so this means we will invest approximately £2 million this year. This is split into a lunch clubs fund and VCF grants relating to poverty, financial exclusion, and supporting the VCS to thrive. The reductions have not been apportioned equally across all areas and are done on case by case evidence. However the main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

In **Safer and Secure Communities** there will be a further reduction of £75K to the allocation of discretionary grants, which could impact on cohesion. These will impact on organisations and there has been consultation.
In **Better Health and Well Being** there will be a number of significant reductions to housing related support which will impact on the VC Sector. This will impact across a number of areas already identified in this EIA such as women, disabled people, older and younger people, homeless and vulnerable people as the floating support service reduces and we end long term subsidies for warden and extra care services. At the same time we are proposing to streamline services to reduce the number of providers we contract with to deliver services with single points of access. However there will be an impact on providers of services but positively people should find it easier to access the appropriate support.

In **Successful Young People and Families** North and South City Learning Centres (CLCs) are being closed and they have some partnerships with the local Voluntary, Community and Faith sector. Provision is not large and can be relocated to alternative community based venues with no impact on community users.

The proposed reduction of funding to Whirlow Hall Farm Trust (WHFT) is unlikely to have an adverse impact on WHFT where it has been used to directly support schools and young people who warrant a subsidy. Mitigations for the reduction of funding to WHFT have been identified, for example awareness raising of the use of the Pupil Premium.

'Sheffield Futures' has a key role in the current redesign of youth services in growing and supporting community capacity to deliver youth activities, through volunteers, help with grant applications, loan of equipment and use of rooms etc. This capacity building plan will be accelerated in 2014-15 and there will be slightly less direct resourcing available for the programme than originally planned. However, the programme does not provide any direct cash funding for organisations on an ongoing basis, so no organisations or groups will lose funding

It is possible that the combination of cumulative budget reductions over the last few years may have the unintended effect of destabilising some organisations that the Council and communities value, we are however working to mitigate this. Although the impact on the VCF sector is large, overall we do not think that it is disproportionate.

Value duty (section 3(1) LGA 1999), local authorities have to take into account guidance issued by the Secretary of State which may cover the form, content and timing of consultations http://www.ncvo-vol.org.uk/news/civil-society/helping-you-understand-new-best-value-guidance
[6] http://www.legislation.gov.uk/ukpga/2012/3

Areas and detail of impact
Council staffing implications, including workforce diversity

Workforce diversity summary in Sheffield City Council 2013 by Portfolio

Workforce Diversity in Sheffield City Council Portfolios

	Proportion of Women staff	Proportion of BME staff	Proportion of Disabled staff	Proportion of LGB Staff
Sheffield City Council	68.1%	11.4%	7.5%	4.0%
Children, Young People and Families	78.6%	14.7%	6.8%	4.5%
Communities	80.0%	11.9%	9.6%	4.6%
Deputy Chief Executive	69.8%	8.8%	7.5%	4.2%
Place	40.1%	7.4%	6.1%	2.8%
Resources	56.8%	9.6%	7.0%	3.3%
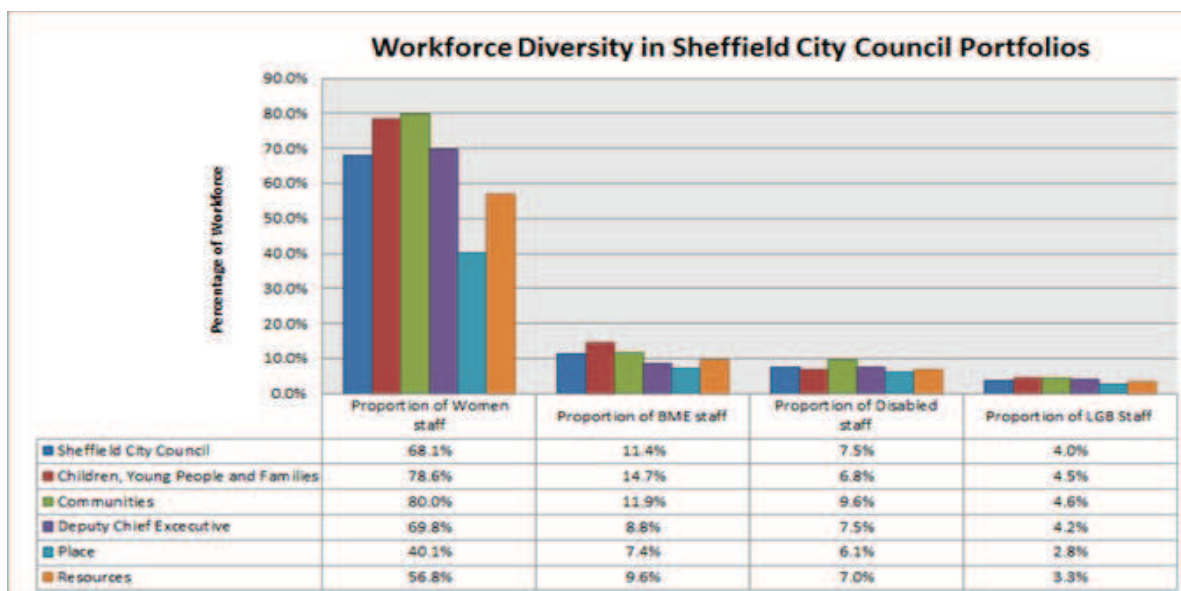
In all **Outcome areas** many of the budget proposals involve staff efficiency savings through service restructuring and a reduction in management costs. This has been achieved in a number of ways including deleting vacancies and managing employee reductions (MER) through voluntary early retirement (VER), voluntary severance (VS) and compulsory redundancy in some areas.

The Council has also promoted employee led measures to mitigate against further impacts on employee reductions, such as voluntary reductions in hours, career breaks and annual leave purchase schemes. We are committed to continue to pay a living wage to Council employees.

The Council believes that the composition, skills, and commitment of the workforce are vital factors in our ability to deliver effective, efficient responsive and personalised services. We continue to monitor workforce issues, and are aware of the need to address:

The degree of occupational segregation within the workforce such as a high proportion of women in the Communities and the Children and Young People and Families portfolios and a high percentage of men in the Place portfolio

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

Given the amount of internal restructuring as a result of the budget proposals, other drivers and possible staff reductions of a further 600 posts in 2014/15, a significant number of workforce EIAs within Outcome areas have been done and a Council wide MER EIA has been completed. The Council is also currently consulting on a new Pay and Reward Strategy to help to achieve the savings required and help to protect jobs and services. There is a separate EIA on this proposal. Our aim is to make sure people feel they have had an opportunity to engage with and influence planning to achieve budget targets. There are ongoing and regular meetings with the Trade Unions at Council, Portfolio and Service Level

Areas and detail of impact

The EIAs show possible changes to the diversity of the workforce as a result of staff restructuring and MERs required from some of the budget proposals. It is not yet possible at this stage to predict the precise impact of these processes upon workforce diversity as this can only be known later in the year as the schemes are all worked through. Last year's monitoring of the MER and VER/VS schemes showed no negative disproportionate impact on people who share a protected characteristic and had positive impacts in line with our workforce diversity strategy (See the corporate MER EIA for details).

We will continue to work within our current policies and procedures, which promote workforce diversity to reflect the demographics of the city. We are also working with managers, staff and trade unions to ensure the workforce is viable and appropriate to the council's future operating and service needs, with a balance of skills and experience.

Workforce related EIAs are periodically updated throughout the year.

Headline Features

All budget proposals have undergone an initial impact analysis to decide whether there was likely to be disproportionate negative impact on different groups of people. Where this was identified as having medium or high impact, in-depth (full) EIAs were carried out. Our overall approach is to protect services for those most vulnerable and at risk where possible and to change how we manage and deliver services to make savings. This will have an impact on what the Council can continue to deliver.

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

Where charges increase, whether for leisure, cultural or other services, this has the potential to increase barriers to participation to people on a low income, therefore affecting the groups noted above. Although we are actively trying to mitigate negative impact.

Over the past year we have continued to invest in the Voluntary and Community Sector although this has been at reduced levels across outcome areas. Grant Aid will overall reduce by a further 15% this year (in line with the overall Council reductions), however the support we give is more targeted at supporting the most vulnerable.

We will, target resources to those most in need and at risk; help people to become more independent; and get even better value for money in the services we purchase. In doing so however people who in the past have received a service will no longer do so. This may lead to an increased pressure later and impact on our ability to prevent problems arising and may lead to increased pressure on statutory provision.

There will be an impact on the workforce across all areas given the amount of internal

Areas and detail of impact

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

We will as a Council will not invest or provide in as many areas as we did before the reductions started 3 years ago. Services are targeting the most in need and at risk but that does mean that there is reduced universal provision. We are still providing statutory services and we are focusing on the most vulnerable with the resource we have to invest.

The Impact Assessment also highlights some positive implications of budget proposals. Examples include improving the process of assessment and support planning for existing and future social care customers whilst ensuring choice and control over support to meet their eligible needs, and reshaping transport to provide services which promote independence.

As far as practically possible within the confines of a cumulatively reduced financial settlement, we have tried to minimise the impact on the most vulnerable and at risk however there are extremely challenging choices and difficult decisions are proposed.

Managing Impact: Mitigation

The year on year reductions and the scale of the savings required mean there will be impacts upon vulnerable and groups that share protected characteristics. Most impacts relate to age both younger and older people, disabled people, women and people on low incomes. In all these areas some mitigating actions have been identified and will be implemented as part of EIA action plans. For example

Working with external providers to achieve savings in our large contracts and to achieve this as much as possible through reductions in line with our fairness principles.

Working to increase our income though fees and charges, full cost recovery, and increased trading of our services, for example with schools to help keep non- core services.

Continuing where possible with successful schemes from last year that impacted positively such as the apprenticeship schemes, employability programmes, grant aid support. For example we will deliver the City Deal programme designed to deliver 4,000 new apprenticeship places and 2000 up skilled employees. Supporting the integration of the city wide Citizen Advice and Law Centre support through Grant Aid.

Investing in prevention and delivering targeted support for those most vulnerable or at risk such as in our Building Successful Families Scheme.

Continuing to encourage people to be independent, safe and well in both children and adult care such as through direct payments and to continue to reduce reliance on expensive provision outside of Sheffield.

Reviewing care and support arrangements and re tendering services where applicable to ensure value for money.

Restructuring management and services to increase efficiencies and create simpler routes of

Areas and detail of impact
public access. For example Multi Agency Support Teams and Early years Teams, integration of Youth Justice Team and Safer Neighbourhood and Community Safety teams.

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

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

Action plan		
Area of impact	**Action and mitigation**	**Lead, timescale and how it will be monitored/reviewed**
Overall and for specific issues relating to communities sharing protected characteristics under the Equality Act 2010	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.

Continued focus on applying corporate priorities, the fairness principles and the Equality and Fairness Objectives | Service Managers within Portfolios as noted in EIAs

Performance monitoring within Portfolios - Directors of Business Strategy

For the Scrutiny Overview committee to examine in more detail the cumulative impact of the budget cuts made on Sheffield over the last 3 years.

Outcome boards to feed into the review |
| Poverty and financial exclusion | Tackling Poverty and Increasing Social justice Board to examine the impact of the fairness principles, and equality on the budget in line with the Equality and Fairness Objectives | Develop monitoring arrangements within the year which seek to assess cumulative impact
Outcome boards to feed into the review |

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Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
Workforce	The corporate workforce EIAs will be monitored six monthly	Head of HR, 6 monthly at the Strategic Equality and Inclusion Board

Approved (Lead Officer): John Mothersole: February 6th 2014

Approved (EIA Lead Officer): Adele Robinson: February 6th 2014

FULL EQUALITY IMPACT LIST BUDGET 2014/15

EIA ID Ref	Finance Ref	Name of Budget/Project proposal	Service	Strategic Outcomes
116	4P14B3-5 / 4P14B3-5	Early Intervention Team (LD) -Adult Social Care ASC) SC Intervention 19	Care and Support - Learning Disabilities	Better Health and Wellbeing
117	4P14B7-3	Continuing Health Care (overarching) - (ASC Intervention 01)	Care and Support - Learning Disabilities & Adult Services	Better Health and Wellbeing
124	2W03B8-1	Increase of Fees & Charges for Cremation & Burial Bereavement Services	Culture and Environment	Great Places to Live
125	2W03B7-1	Allotment Rental Fee Increase by 60% (fixed for 2 years until April 2017)	Culture and Environment	Great Places to Live
126	2B03B5-1	Review of gritting routes	Regeneration and Development Services	Great Places to Live
127	2W03B1-1 : 2W03B13-1	Impact of Culture and Environment Budget Proposals (Great Places to Live) 2014-15	Culture and Environment	Great Places to Live
129	1J83B1-1	Legal & Governance Managing Employee Reductions 2014/15	Legal and Governance	Corporate Services
136	1AA3B2-1	Vacancy management across the Policy, Performance and Communications Service	Cross PPC Team	Corporate Services
137	1AA3B3-1	Reduction of training, supplies and services budgets across Policy, Performance and Communications service	Cross PPC Team	Corporate Services
138	2W03B2-1	(L) Full year effect of Don Valley Stadium Closure	Culture and Environment	Competitive City
139	2W03B1-1	(L) City Centre Management Income Increase	Culture and Environment	Competitive City
140		(L) Visitors Information Reduction	Marketing Sheffield	Competitive City
141		(L) Environment Strategy	Culture and Environment	Competitive City
142	2B03B16-1	(L) TTAPS closure of storage	Regeneration and Development Services	Competitive City

143	2B03B17-1	(L) Car parking efficiencies	Regeneration and Development Services	Competitive City
144	2B03B18-1	(L) Highways Network Management	Regeneration and Development Services	Competitive City
145	2B03B19-1	(L) Development Control	Regeneration and Development Services	Competitive City
146	2B03B20-1	(L) Forward Area Planning	Regeneration and Development Services	Competitive City
147	2B03B21-1	(L) City Development Division	Regeneration and Development Services	Competitive City
148	2B03B22-1	(L) Forward Area Planning Efficiencies	Regeneration and Development Services	Competitive City
149	2B03B23-1	(L) Development Control Efficiencies	Regeneration and Development Services	Competitive City
150	2B03B24-1	(L) Highways Network Management Efficiencies	Regeneration and Development Services	Competitive City
151	2B03B25-1	(L) City Development Division efficiencies	Regeneration and Development Services	Competitive City
152	2B03B26-1	(L) Vision and Strategy Efficiencies	Regeneration and Development Services	Competitive City
153	4M03B1-1	(L) Enterprise	Creative Sheffield	Competitive City
154	4M03B2-1	(L) Creative Sheffield Efficiencies	Creative Sheffield	Competitive City
155	4M03B3-1	(L) Enterprise 2	Creative Sheffield	Competitive City
156	2B03B1-1	(L) Housing Strategy and Regeneration Service Efficiencies	Capital and Major Projects	Great Places to Live
157	2B03B2-1	(L) Increase charges	Regeneration and Development Services	Great Places to Live
158	2B03B3-1	(L) Increase recharging to capital schemes	Regeneration and Development Services	Great Places to Live

159	2B03B4-1	(L) Introduce charges for urban design advice	Regeneration and Development Services	Great Places to Live
160	2B03B5-1	(L) Review various funds allocated to Streets Ahead Contract	Regeneration and Development Services	Great Places to Live
161	2B03B7-1	(L) Review public safety/dangerous structure activity	Regeneration and Development Services	Great Places to Live
162	2B03B8-1	(L) Review skills mix in Regeneration and Development Services	Regeneration and Development Services	Great Places to Live
163	2B03B9-1	(L) Additional advertising on arterial routes/inner ring road	Regeneration and Development Services	Great Places to Live
164	2B03B10-1	(L) Highway Maintenance Service Efficiencies	Regeneration and Development Services	Great Places to Live
165	2B03B11-1	(L) Urban Design Service Efficiencies	Regeneration and Development Services	Great Places to Live
166	2B03B13-1	(L) Public Rights of Way	Regeneration and Development Services	Great Places to Live
167	2C03B2-1	(L) Inflation increases	Business Strategy and Regulation	Great Places to Live
168	2W03B12-1	(L) Sports Facilities Lower Cost Model	Culture and Environment	Great Places to Live
169	2W03B10-1	(L) Parks Efficiencies	Culture and Environment	Great Places to Live
170	3J44B1-2/2-2/3-2	Youth Services Budget Savings 2014-15	Lifelong Learning, Skills and Communities	Successful Young People and Families
171	3F34B3-1	Advice and Conciliation	Business Strategy	Successful Young People and Families
173	1B03B2	Finance Managing Employee Reductions 132	Finance Service	Corporate Services
174	6AA4B1-1	Children's Commissioning Unit - Parental Engagement	Business Strategy	Successful Young People and Families
176	1D03B1-1	Customer Service - Deletion Head of Service Post	Customer Services	Corporate Services

177	1D03B2-1	City Wide Alarms Externalisation of City Wide Care Alarm Service	Customer Services	Corporate Services
178	1D03B3-1	Reduction in Complaints Investigation Fund	Customer Services	Corporate Services
179	1D03B5-1	Customer Services Management Recharge to Housing Revenue Account	Customer Services	Corporate Services
181	1D03B7-1	Full restructure of Customer Services. *Also Q Tier Refs 1D03B6-1/B8-1/B9-1	Customer Services	Corporate Services
185	3C14B1-1	Achieving Change/MER process in relation to a restructure of the 14-19 team and Families and Communities	Lifelong Learning, Skills and Communities	Successful Young People and Families
186	3ZL4B1-1	Educational Psychology	Inclusion and Learning Services	Successful Young People and Families
187	3AH4B6-3	Youth Services - Whirlow Hall Farm Trust	Inclusion and Learning Services	Successful Young People and Families
192	3AK4B1-1	Consolidation of Learning and Achievement Service (LAS)	Inclusion and Learning Services	Successful Young People and Families
193	3AH4B3-1	Behaviour and Attendance Partnerships	Inclusion and Learning Services	Successful Young People and Families
194	3AH4B5-1	Inclusion and Learning Services - Service Management	Inclusion and Learning Services	Successful Young People and Families
195	3F34B1-1	Services to Schools	Business Strategy	Successful Young People and Families
196	3F14B1-1	School Food Service	Business Strategy	Successful Young People and Families
197	3F34B4-1	Free Early Learning	Business Strategy	Successful Young People and Families
198	3E24B1-1	Yorkshire and Humber Grid for Learning	Business Strategy	Successful Young People and Families
199	4P44B3-3	Review of Welfare Support	Care and Support	Tackling Poverty and Increasing Social Justice

200	3E24B2-1	Information Systems General Efficiencies	Business Strategy	Successful Young People and Families
202	2B03B12-1	Reduction in School Crossing Patrol Provision	Regeneration and Development Services	Great Places to Live
203	2C03B1-1	Environmental Regulation Service Efficiencies	Business Strategy and Regulation	Great Places to Live
204	4Q14B2-2	Closure of Homeless Women's Hostel Service	Commissioning	Better Health and Wellbeing
206	1R03B1-1	Business Support	Insurance, Risk and Business Management	Corporate Services
207	2W03B13-1	Activity Sheffield 2014/15 Budget Reductions	Culture and Environment	Better Health and Wellbeing
208	4P24B5-3 / 4P44B1-5	Housing Solutions Managing Employee Reductions 136	Care and Support	All Outcomes
209	3AN4B1-3	Management and Administration	Lifelong Learning, Skills and Communities	Successful Young People and Families
210	3AN4B1-3	Review of Performance and Partnerships Functions	Lifelong Learning, Skills and Communities	Successful Young People and Families
213	3AK4B21/2-2	School Improvement Interventions	Inclusion and Learning Services	Successful Young People and Families
216	3F34B7-3 3F34B2-3	Re-alignment of Business Strategy	Business Strategy	Successful Young People and Families
217	3AH4B4-1	E Learning	Inclusion and Learning Services	Successful Young People and Families
218	3AH4B7-3	City Learning Centres	Inclusion and Learning Services	Successful Young People and Families
219	3ZL4B2-4	Alternative Provision	Inclusion and Learning Services	Successful Young People and Families
220	3AP4B2-2	Public Health Investment in Early Intervention	Children and Families	Successful Young People and Families
221	3F14B2-4	Special Educational Needs Transport (mitigation of pressure)	Business Strategy	Successful Young People and Families

222	4P14B3-5	Health Reconfiguration Scheme	Commissioning	Better Health and Wellbeing
223	3ZL4B4-3	0-25 Integrated Disability Service	Lifelong Learning, Skills and Communities	Successful Young People and Families
224	4P54B2-3	Social Care Accounts Service Employee reductions 2014	Care and Support	Better Health and Wellbeing
225	3F14BC-2	Special Education Needs Transport (savings)	Business Strategy	Successful Young People and Families
226	3AH4B2-5	Transport - Travel passes (pressure)	Business Strategy	Successful Young People and Families
228	3I24B1-1	Children's Respite Care and Short Breaks	Children and Families	Successful Young People and Families
229	1H03B2-1	HR Service Managing Employee Reductions	Human Resources	Corporate Services
230	1H03B1-1	Occupational Health Review	Human Resources	Corporate Services
231	1H03B3-1	HR Schools - Legal fees provision	Human Resources	Corporate Services
232	2C13B2-1 & 2C13B3-1	Transport & Facilities Management Managing Employee Reductions	Transport and Facilities Management	Corporate Services
234	4Q14B5-3	Closure of Housing Related Support Service-Offender Outreach	Commissioning	Better Health and Wellbeing
235	2C13B1-1	Kier Contract Cost Reduction	Transport and Facilities Management	Corporate Services
236	3ZL4B4-3	Early Years Inclusion	Inclusion and Learning Services	Successful Young People and Families
237		CCU Public Health Contracts- Pregnancy	Business Strategy	Successful Young People and Families
238	4Q44B10-1	Assessment and Care Management Staff Review in Mental Health	Commissioning	Better Health and Wellbeing

239		CCU Public Health Contracts (SSCATF)	Business Strategy	Successful Young People and Families
240	4Q44B9-1	Renegotiation of Relatively High Cost Mental Health Services	Commissioning	Better Health and Wellbeing
241		CCU Public Health- Community Health Champions	Business Strategy	Successful Young People and Families
242	4P14B6-4	Review of Staff Structure in Learning Disabilities Assessment and Care Management	Community Services	Better Health and Wellbeing
243	4P34B5-4 / 4P34B4-4	Option Appraisal on the Review of capacity of Adult Provider Services - Complex Needs	Care and Support	Better Health and Wellbeing
245	3I14B2-1	Prevention and Assessment Team - First Point of Contact	Children and Families	Successful Young People and Families
246	4Q44B11-1	Review of Mental Health Recovery Programme	Commissioning	Better Health and Wellbeing
247	3J24B1-3	Early Years Strategy	Children and Families	Successful Young People and Families
248	3J24B2-5	Integrated Early Years and Multi Agency Support Team	Children and Families	Successful Young People and Families
249	3I14B6-2	Business Support	Children and Families	Successful Young People and Families
250	31A4B2-1	Residential Homes Review	Children and Families	Successful Young People and Families
251		Children and Young People and Families Pressures	Cross CYPF Portfolio	Successful Young People and Families
253	3I54B1-4	Effective internal integration Youth Justice Service (YJS)	Children and Families	Successful Young People and Families
256	3I44B1-1	Review of C&F Management Structure: Provider Services	Children and Families	Successful Young People and Families
257	3I44B1-1	Review of Children and Families Structure: Fieldwork	Children and Families	Successful Young People and Families
258	CFBSP23	Service Improvement Team (SIT) and Strategic Contract and Resources Team (SCART)	Children and Families	Successful Young People and Families

259	3I4B5-2	Family Contact Service	Children and Families	Successful Young People and Families
260	CFBSP37	Children with Disabilities Service Budget 14/-5 savings proposal	Children and Families	Successful Young People and Families
261	3I64B1-4	Safeguarding and Independent Reviewing Services	Children and Families	Successful Young People and Families
262	4Q14B2-2	Re- procurement of a city-wide floating housing support service for victims of domestic abuse	Commissioning	Better Health and Wellbeing
263	1B03B3-1	Finance - Project Recharges	Finance Service	Corporate Services
264	4GM4B1-2	Voluntary Sector Grant Aid Budget 2014-15	Community Services	Tackling Poverty and Increasing Social Justice
265	1B03B4-1	Finance - Income from recovery of 60 day debts	Finance Service	Corporate Services
266	4Q14B2-2	Redesign of Domestic Abuse Refuge Services for Women and Children	Commissioning	Better Health and Wellbeing
267		To reduce the financial value of the contract for delivery of the Sheffield Integrated Sexual Health Service (ISHS)	Business Strategy	Successful Young People and Families
268	4Q14B2-2	Supported Accommodation Drug and Alcohol project	Commissioning	Better Health and Wellbeing
269	4Q14B2-2	Budget Savings to Homelessness Services	Commissioning	Better Health and Wellbeing
270	1P03B1 & 1P03B2	Commercial Services Employee Savings	Commercial Services	Corporate Services
271	1P03B3	Commercial Services Proposed Income Generation	Commercial Services	Corporate Services
272	1P03B4	Commercial Services Reduction in Supplies & Services Budget	Commercial Services	Corporate Services
273	4P34B1-6 / 4P34B2-3	Review of capacity for Adult Provider Services (APS)	Commissioning	Better Health and Wellbeing
274	4P34B3-3	Adult Provider Services Management and Business Support – Budget savings 2014/15	Care and Support	Better Health and Wellbeing
275	4Q54B1-3	Commissioning Savings Proposals	Commissioning	Better Health and

276		A new housing related support subsidy policy to focus accommodation subsidies on early intervention and prevention and phase out long-term subsidies.	Commissioning	Better Health and Wellbeing
277	4P14B4-5	Capacity and Focus of In House Learning Disability Services	Care and Support	Better Health and Wellbeing
278	4R14B1-3 / 4R14B2-3 / 4R24B5-1 / 4V84B5-2 / 4V84B6-1	Business Strategy Savings Proposals 2014-15	Business Strategy	Better Health and Wellbeing
279		2014/15 Fees for Care Homes	Commissioning	Better Health and Wellbeing
280	4GK4B3-2	Budget Reduction to Community Safety Discretionary Budget	Housing Services	Safe and Secure Communities
281	4P34B4-4	Adult Placement Shared Lives (APSL) Project	Care and Support	Better Health and Wellbeing
282	4V84B2-4 / 4V84B1-3 / 4V84B2-4	Budget 2014/15 Senior Management Team Managing Employee reductions and Review of Posts	Business Strategy	Better Health and Wellbeing
283	4P14B1-1 / 4P14B1-2 / 4Q44B8-1	Consistent assessment of new service users in Older People, Physical Disabilities, Learning Disabilities and Mental Health	Care and Support	Better Health and Wellbeing
284	1AA3B4-1	Communications Managing Employee reductions 2013	Communications	Corporate Services
285	4GK4B1-3	Review of Community Safety Team including reduction in management capacity	Community Services	Safe and Secure Communities
286	4P14B8-2	Reducing the Demand for Adult Social Care in Learning Disabilities and Adults	Care and Support	Better Health and Wellbeing
287	4P24B5-3 / 4P24B11-4	Managing Employee Reductions Embedding Personalisation	Care and Support	Better Health and Wellbeing
288	4P44B1-5	Housing Care and Support Managing Employee Reductions	Care and Support	Better Health and Wellbeing

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				Wellbeing
289	4P54B1-3	Social Care Accounts service programme	Care and Support	Better Health and Wellbeing
290	3F34B5-1	Children's Commissioning Unit	Business Strategy	Successful Young People and Families
291	4Q14B5-3	Withdrawal of Subsidy for Long-term Housing Support	Commissioning	Better Health and Wellbeing
292	4R24B1-2	Review of Training Budget	Business Strategy	Better Health and Wellbeing
293	4R24B2-2 / 4R24B3-2	Review of Involvement and Advocacy Contracts	Business Strategy	Better Health and Wellbeing
	Multiple	Managing Employee Reductions 2014/15	Council Wide	Corporate Services

i Sheffield City Council (2012) *Bigger economy, better businesses, faster growth: an economic growth strategy for Sheffield (Consultation Draft)*,
http://www.welcometosheffield.co.uk/content/images/fromassets/100_1591_1909121112019.pdf p27
ii August 2012 data provided by Children, Young People and Families, Sheffield City Council
iii From Struggling to Succeeding: Sheffield's Child and Household Poverty Strategy 2012-14
www.sheffield0to19.org.uk/professionals/strategy/Sheffield-s-Child-and-Household-Poverty-Strategy.html

SHEFFIELD CITY COUNCIL
Cabinet
Report

Report of:	**Executive Director Resources**
Date:	**19th February 2014**
Subject:	**2014 – 15 Capital Programme**
Author of Report:	Eugene Walker 0114 273 5872

Summary:

The report sets out the proposed Capital Programme from 2014 –15 onwards describing the programmes to be undertaken, lists the projects to be delivered and sets out the context in which it has been compiled.

Reasons for Recommendations:

Implementing the proposals in this paper offers a means of furthering the Corporate Plan objectives.

Recommendations:

The report makes a number of recommendations:

1. It is recommended that Members approve those specific projects included in the years 2013-14 to 2017-18 programmes at Appendix 8. 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.

2. Note the proposed Capital Programme for the 5 years to 2017/18 as per Appendix 8.

3.   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 2014-15. (If substantial capital receipts are realised within 2013-14 or 2014-15 a further report will be brought to Members as part of the monthly approval process).

Background Papers: 2014 -15 Revenue Budget Report

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES/NO   Cleared by: E. Walker
Legal Implications
~~YES~~/NO   Cleared by:
Equality of Opportunity Implications
~~YES~~/NO   Cleared by:
Tackling Health Inequalities Implications
~~YES~~/NO
Human rights Implications
~~YES~~/NO:
Environmental and Sustainability implications
~~YES~~/NO
Economic impact
~~YES~~/NO
Community safety implications
~~YES~~/NO
Human resources implications
~~YES~~/NO
Property implications
~~YES~~/NO
Area(s) affected City Wide
Relevant Cabinet Portfolio Leader Cabinet Member for Finance Cllr. Ben Curran
Relevant Scrutiny and Policy Development Committee if decision called in
Is the item a matter which is reserved for approval by the City Council?
YES/~~NO~~
Press release
YES/~~NO~~

2014-15 Capital Programme

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2014/15 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. The Council's Corporate Capital Strategy is shaped by a number of central Government policies:

   - the self-financing regime for the Housing Revenue Account (HRA) has provided for a relatively well funded programme of investment in existing and even new Council housing stock
   - the Streets Ahead programme is providing massive investment in the City's roads and street lighting over the next few years, funded via the Private Finance Initiative (PFI), which is outside the capital programme
   - the Government austerity programme, which has had a major impact on the rest of the non-housing programme, which has not only led to less capital funding but is also reducing revenue budget funding reducing the scope for contributions to the capital budget;
   - the education policy mandating that all new schools should be academies which transfers maintenance responsibilities away from the Council's Local Education Authority (LEA) role and will subsequently reduce central grant funding which is formula driven based on pupil numbers;
   - the shift towards capital funding to economic regeneration projects which generate a financial return to repay the initial investment and create a revolving fund;
   - the devolvement of capital funding to City Region authorities and the involvement of the Local Enterprise Partnerships (LEP) in capital allocation decisions.

   As a result of the above, the Housing investment programme therefore now accounts for almost three-quarters of the Capital Programme.

3. The impact of these policies will result in the Capital Programme principally supporting the Great Place to Live (GP2L) and Competitive City strategic outcome objectives. This is discussed further in paragraphs 70 – 80.

4. In GP2L, the delivery of the Council's Affordable Housing policy will be increasingly through council housing investment, and, for private sector affordable housing, local housing associations or the Sheffield Housing Company initiative where the Council is working in partnership with a private sector developer to increase the number of affordable homes and regenerate housing estates.

5. In the Competitive City outcome, the focus will be on creating the necessary infrastructure to support economic regeneration.

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6.   The declining central government support will place increased reliance on the Council's Asset Enhancement programme to generate capital receipts to use on its own priorities.

7.   The graph below illustrates the change in activity in the Capital Programme from 2010/11 to 2017.

CAPITAL PROGRAMME 2010 - 2018
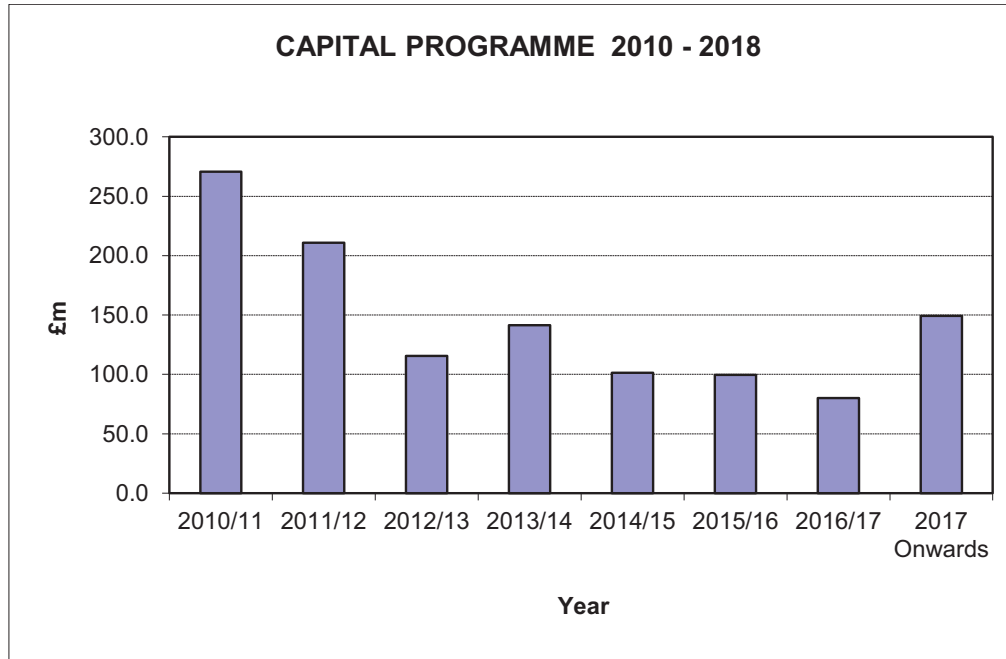
Capital Investment Plans

8.   So, looking forward, the current Approved Capital Programme from 2014-15 is projected at £430m.

9.   2012/13 saw the introduction of the Streets Ahead Programme (a Highways Private Finance Initiative (PFI)). The programme 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 through capital investment over a 30 year period concentrated in the first five years of the Core Investment Period of the project.

10.   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 into the Housing Programme £44m in 2014-15 and on average £75m per year thereafter for the next four years.

11. 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.

12. The proposed programme illustrated by the graph in paragraph 7 above does not include a number of major projects worth potentially £100m+ which are currently the subject of funding bids or approvals as detailed below.

13. **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. This has recently been approved and detailed project plans are being formulated and once complete will be added to the programme.

14. **Don Valley Flood Defence Scheme (£11 m)**: Cabinet has already approved a £7.3m scheme to provide enhanced flood defences over a five mile stretch of the River Don between the city centre and Meadowhall which would protect homes and businesses against a 100 year flood event. The Environment Agency has invited the Council to apply for a further £11m of funding to "future proof" the scheme against further anticipated rate of climate change by maintaining the 1 in 100 years protection until 2039. The scheme is financed by a combination of Environment Agency grants and a Business Improvement District (BID) levy which was supported by 85% of Non-Domestic ratepayers in the riverside area. This project also supports the regeneration of the Lower Don Valley.

15. **City Centre Development:** it is a Council priority to regenerate the city centre. The Council is reviewing different partnership options for taking this project forward. This may involve the Council undertaking infrastructure works to prime the development.

16. **Central Library)**: 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 has been the subject of feasibility work funded from existing property revenue budgets during 2013-14. Approvals will be sought once a funded proposal has been developed.

Pressures on the Capital Programme

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

Schools

School Places

18. 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.

19. 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 Academies. 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

20. The 13-14 Capital Budget report estimated the gap at £9m plus the risk on the VAT recovery on some expenditure. Work done since then has identified potential savings of £5m by providing the required additional school secondary places through new schools in the Lower Don Valley.

21. Other management actions and careful control of risks have closed the gap. The debate with HM Revenue and Customs over the treatment of VAT on expenditure has been concluded with the Council making a payment to settle the assessed liability.

Homes

22. 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. The introduction of the Self-Funded Business Model has created greater freedom for the Council to invest in its housing stock through contributions from the Housing Revenue account.

23. Having conducted an assessment of the housing market, the Council estimates that at least 725 affordable homes are required each year.   The Council aims to deliver these through a combination of initiatives including building homes itself using the Sheffield Housing Company, releasing land to Housing Associations, bringing long term empty properties back into use as well as private sector developments.

Roads

24. The Streets Ahead programme is well underway renewing the fabric of the City's highway infrastructure. The new contract creates greater budgetary discipline than before in that the future maintenance costs of changes to the network have to be identified at the point of construction. This is done by calculating the future costs as a "commuted sum" which is usually funded out of the existing revenue budget. As the austerity programme reduces local authority budgets, there may come a point where new works are unable to progress because the Council cannot meet the future maintenance obligations.

25.   The final position on the Inner Relief Road (IRR) scheme has still not been determined as land sales opportunities remain depressed by the state of the market. Balancing this project relies on realising the sales to match any shortfall otherwise funding will have to be taken from the Corporate Resource Pool (CRP).

Maintaining the Existing Fabric of the Property Estate

26. 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 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.

27. In order to mitigate this pressure, the Capital & Major Projects service is currently reviewing the estate to identify underutilised 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 Accommodation Efficiency Strategy which will reduce the Council's office space needs enabling it to leave rented property.

28. The Community Investment Plan CIP) and Asset Enhancement programmes are underway and receipts should arise in the next two years. The first call on the receipts is to repay the investment in these initiatives. The CIP will progress on cash neutral basis with minimal funding whereby future schemes will be financed from capital receipts or revenue savings from completed projects.

29. 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

30. 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 as the economic upturn gathers pace or provide sites for housing development. Investing in the city's people is also a key priority. In 2012-13 the Council acquired land to facilitate the construction of the University Technology College in the city centre and is supporting a second venture on the site of the former Don Valley Stadium. In 2013-14 the Council completed the building of the new Moor Indoor Market as part of joint private-public sector initiative to regenerate the Moor. 32m will be invested in building workshops to assist new small businesses to develop and provide employment.

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

The Consequences for funding the Capital Programme

32. 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 non-housing 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 January 2015.

The Capital Resource Pool (CRP)

33. Historically the Capital Resource Pool (CRP) has been used to fund investment needs not met by Government funding, which is principally targeted at housing, schools and roads. The CRP is therefore 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.

34. 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 by reducing the costs of safeguarding vacant property as well as replenishing the CRP.

35. The success of the Asset Enhancement programme is key to replenishing this reservoir of funding.

36. Appendix 4 discusses the position on the CRP in some detail but the key point to note is that this report, as for the past two years, recommends that no schemes funded from this source be approved beyond one year (2014 -15) because of the uncertainty around future capital receipts.

Local Growth Fund

37. This fund which has been created out of two government incentive payments for building new homes (the New Homes Bonus) 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.

38. 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)

39. 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 result of 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.

40. A scheme to develop infrastructure required for the New Development District (also known as the New Retail Quarter) 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. The Council had previously been developing the NDD using a preferred developer but has agreed, by mutual consent, to dissolve the partnership. The Council is currently reviewing options for taking forward this important scheme.

Community Infrastructure Levy

41. This will supplement the current Section106 (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. CIL

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allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed as a result of development. This includes new or safer road schemes, flood defences, schools, hospitals and other health and social care facilities, park improvements, green spaces and leisure centres.

42. The Council intends to use CIL to develop strategic infrastructure projects such as roads and schools e.g. £2.2m will be used in the development of the BRT link.

43. The Council has developed its rating tariff and intends to introduce the scheme from April 2015.

THE CAPITAL PROGRAMME 2014 – 18

44. The capital programme over the 5 years 2014-18 shows a broadly balanced position with proposed expenditure totalling £572m as per Appendix 1.

45. Wherever possible, attempts are made to match the timing of the receipt of resources and the incurrence 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.

46. 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 £441.1m (78 %) of the overall programme value.

47. The 2013-14 programme was set on the 8th March 2012 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 2011/12 Outturn slippage and actions taken below, resulting in a revised current approved programme of £141.4m as per appendix 1.

Slippage within the Capital Programme

48. 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. The risk of slippage is present in all capital programmes and has been experienced in previous years.

49. However, the current 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. It also shows the delivery performance on the capital programme.

50. Considerable work has been undertaken in 2013-14 to identify the cause of slippage and improve capital delivery. This work has compared Sheffield's approach to that of other organisations with significant capital programmes. This has concluded that project management needs to be strengthened and that

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delivery plans need independent scrutiny. The main improvement areas are being addressed as part of the recovery plan:

- The need for an independent review and challenge of project timelines which tend to be optimistic and do not allow sufficient time for key procedures such as approval, procurement and consultation with no contingency if things go wrong;
- Submitting investment bids before the whole project has been scoped in order to obtain capital funding; and
- Weak project governance with inadequate supervision of project managers by project and programme boards. In some cases the supervising group is managing the project.

51.   The value of slippage approved to date totals £30.2m. A breakdown of this by portfolio is listed in the table below.

Portfolio	Slippage (£m)	Accelerated Spend (£m)	Net Slippage (£m)	2012/13 Comparable Figure [1]
Housing	24.2	0.0	24.2	18.8
Other Place	1.9	0.0	1.9	0.2
Resources	1.9	0.0	1.9	14.5
Highways	1.3	0.0	1.3	0.0
Communities	0.8	0.0	0.8	0.9
CYPF	0.0	0.0	0.0	9.6
TOTAL	**30.2**	**0.0**	**30.2**	**44.0**

[1] Represents the level of slippage approved at the equivalent period last year.

KEY ELEMENTS of the CAPITAL PROGRAMME

52. The overall Capital programme position for the 5 years from 2013/14 to 2017/18, amounts to £572m. Although the programme is made up of numerous capital projects the majority of its value falls within the Housing programme, which represents around £415.3m (73%) of the total programme.

2014/15 Approved Programme	
Annual Profile	
	£m
2013/14	141.4
2014/15	101.3
2015/16	99.6
2016/17	80.0
Beyond 2016/17	149.2
	571.6

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

Annual Capital Expenditure 2013/14 to 2017/18
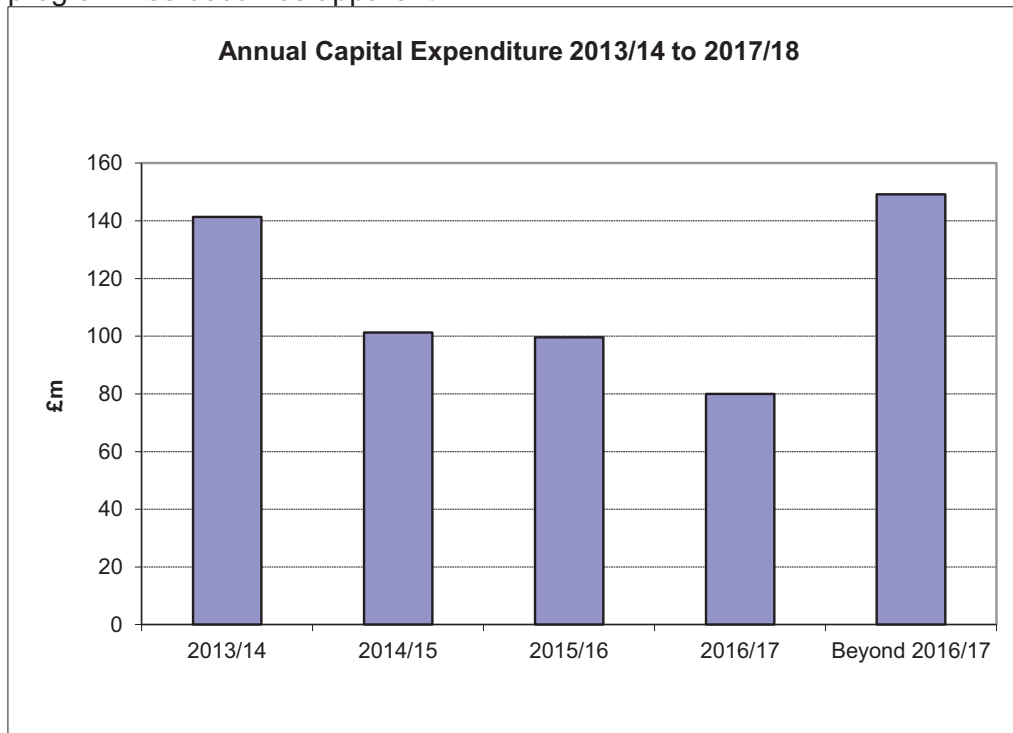
54. As the BSF programme comes to an end, the Housing programme becomes the single largest element (73%) of the Capital Programme.
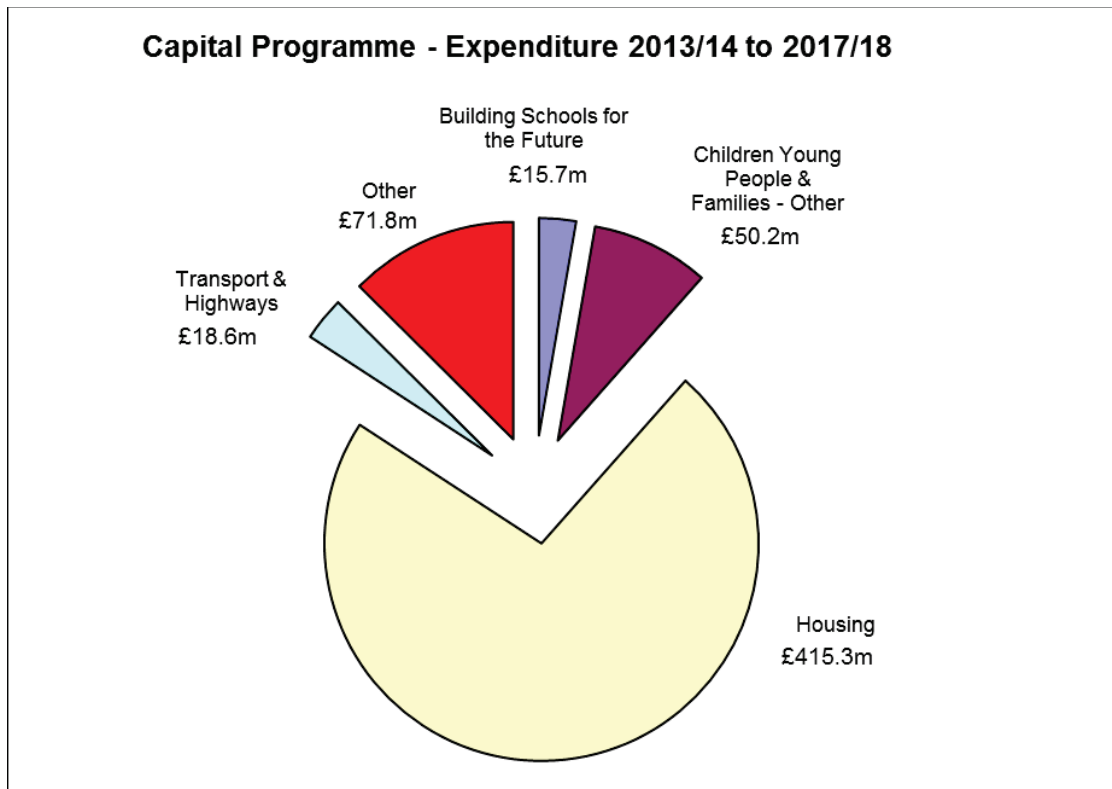
CAPITAL PROGRAMME		
2013/14 to 2017/18		
	£m	**%**
Building Schools for the Future	15.7	3%
Children Young People & Families - Other	50.2	9%
Housing	415.3	73%
Transport & Highways	18.6	3%
Other	71.8	13%
Overall Total	**571.6**	100%

Comments on the main elements are shown below. Further detail can be found in Appendices 4 to 7.

Building Schools for the Future

55. There are four secondary schools remaining in the programme for completion at a cost of £12.5m 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

56. 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 two 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.

57. Capital investment in maintaining the primary estate (including primary schools) utilises the approximately £6m annual 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 the Council 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. The programme is summarised below and described in detail in Appendix 5.

58. **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.

59. **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.

60. **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

61. £22.2m of **City Regeneration projects** including the purchase of properties for the New Development District £5m+), public realm improvements on the Moor (£0.5m) and Arundel Street plus the completion of **the new Sheffield Indoor Market** (£12.2m) which will help to regenerate the Moor shopping area.

62. Over £9m has been included in the programme to implement the **Council's leisure facilities strategy**. This will deliver new centres in the North and South of the city complementing those at Ponds Forge in the city centre. The plans include £7m to build a new centre in the north of the city of which £2.5m will come from the Council and the remainder from external funders. A £1m contribution towards a £15m development by Sheffield International Ventures replacing the existing facilities at Graves to serve the south of the city. The new sports centres will also include medical evaluation facilities to test the impact of exercise on health. A further £1m will have been spent refurbishing the facilities at Woodbourn Road (£0.35m) to replace the Don Valley Stadium and demolishing the stadium and preparing the site for redevelopment (£0.6m). .

63. The cultural offer in the city will also be enhanced by a £0.5m contribution to refurbish the Lyceum theatre, and £0.1m to provide a Women of Steel monument to recognise the contribution made by Sheffield's womenfolk to the development of the city. The latter project is mainly funded by donations to the South Yorkshire Community Foundation.

64. £8.6m 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 £4.8m is to be spent to make the long term estate fit for purpose and compliant with the latest Health & Safety and accessibility legislation. The rolling repairs and refurbishment budget for the estate is another £2.3m.

65. £7.5m is included for the feasibility, design and construction of **flood defences** to protect the Lower Don Valley which should raise business confidence and assist the regeneration of the area.

66. **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.

67. £2.8m investment in **Parks projects** including £750k to convert some areas of parks to natural meadow or woodland reducing revenue budget maintenance costs, and, £0.8m on building two cycle paths to link Norfolk Park with Park Square.

68. £2.6m programme in the **Communities** portfolio implementing a new customer service strategy and investing in accommodation for community services and resource centres.

69. £2m will be invested in building workshops to assist new small businesses to develop and provide employment.

Strategic Outcomes

70. Over the past two years 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. As stated in the Executive Summary, the current disposition of central government and external funding opportunities result in the Capital programme principally supports the Great place to Live and Competitive City outcomes.

71. The graph below shows the allocation of investment by Strategic Outcome. Individual projects are listed under each strategic outcome at Appendix 9.

Capital Programme - Strategic Outcomes 2013/14 to 2017/18

Safe & Secure Communities £1.8m

Tackling Poverty/ Increasing Social Justice £5.7m

Successful Children & Young People £65.9m

Better Health & Wellbeing £24.8m

Competitive City £20.1m

Infrastructure £19.4m

A Great Place To Live £433.9m
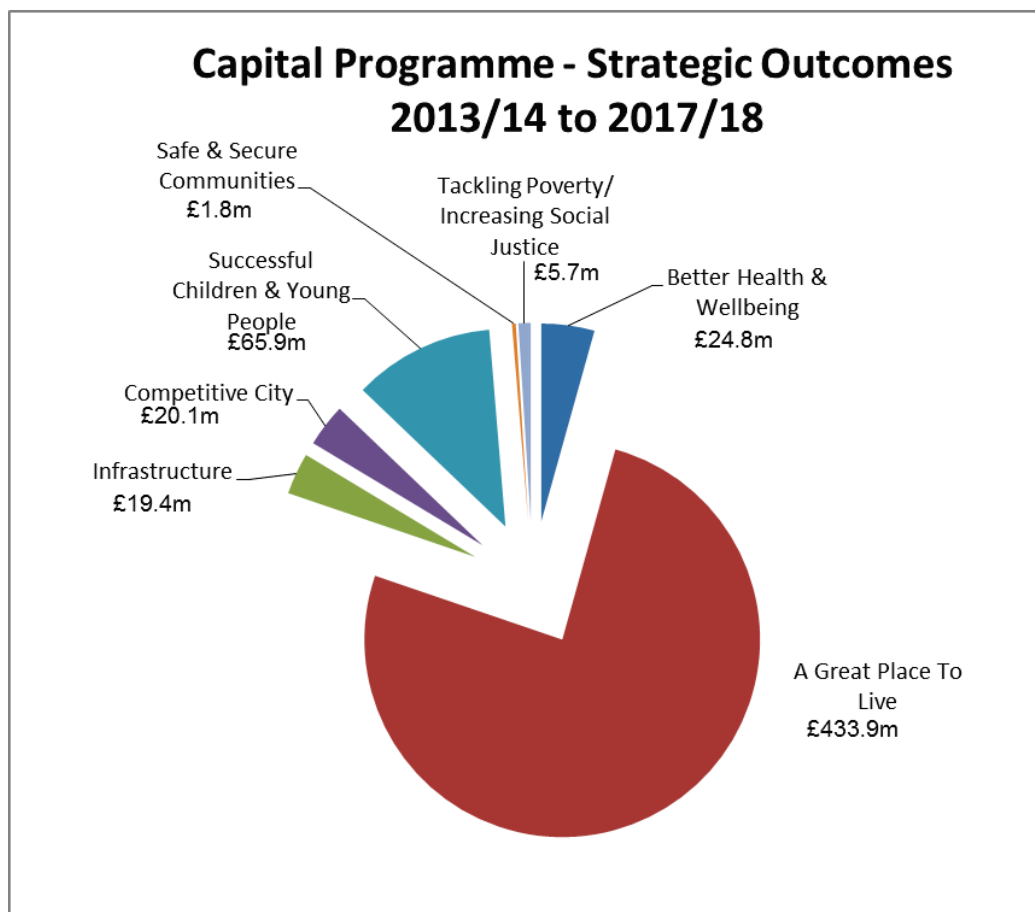
72. **Successful Young People** primarily reflects the investment in schools to give children the opportunity of a good start in life. The BSF and Primary School Programmes are the main components of this outcome.

73. **Great Place to Live** includes not just the Housing Programme but also investment in sports and leisure facilities, parks, 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 5 and 6.

74. **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.

75. **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.

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76. **Infrastructure** comprises mainly schemes associated with the life extension of, improving or rationalising the Council's building estate e.g. the Office Accommodation Efficiency Strategy, Asset Enhancement and Community Investment Plan.

77. **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.

78. **Safe and Secure Communities** investment will provide local facilities like resource centres to develop more sustainable and cohesive communities.

The Programme in 2014-15

79. The year on year change in CYPF, from £38.0m in 2013-14 to £20.8m in 2014-15 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.

80. Housing programme increases by £8.8m to £55m. The Decent Homes programme completed in 2013-14. £19m was spent on this in 2013-14. The 2014-15 programme will continue investment in the Council's housing stock replacing the Decent Homes work with an equivalent level of spend including £13m invested in roof renewals, an additional £2m on heating systems above the £4.5m spent last year, and £1.4m on Fire safety work.

81. The remaining £8.8m increase comprises £4.8m on regeneration schemes and a £4m fund for which schemes are yet to be developed. Regeneration schemes include £2m on purchasing and repairing Long Term Empty houses to bring them back into use and £2.6m on demolishing and redeveloping parts of the Arbourthorne estate.

82. Place – a fall of £13.5m from £27.9m in 2013-14 to £14.4m in 2014-15 reflecting the completion of city centre projects such as the Moor Market (£12.2m) and Compulsory Land purchases for the New Development District (formerly the NRQ) (£5.1m) and the completion of various start up workshop projects (£2m) to stimulate local economic activity. This has been offset by increased spending on the Lower Don Valley Flood defence scheme (£4.6m) and £3m into developing leisure facilities at Graves and North Sheffield.

83. Highways schemes show a £5.8m fall from £12.2m in 2013-14 to £6.3m in 2014-15. The programme will rise once the LTP for 2014-15 is agreed with the Integrated Transport Authority and Passenger Transport Executive and the full BRT North

project plan is added. Within the £6.3m figure is a substantial investment of £3.5m for the Penistone Pinch Point congestion reduction scheme.

84.   The Resources portfolio programme will fall by £11.3m on from £15.1m in 2013-14 to £3.9m in 2014-15 as the Office Accommodation Efficiency and Fire Safety projects are largely complete (£6.3m and £1.5m falls respectively).

85.   The Communities portfolio programme is forecast to be £1m in 2014-15 as the significant investment in the ICT Infrastructure scheme is completed.

SOURCES OF PROGRAMME FUNDING

86.   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.

87.   The majority of the programme is funded via revenue contributions to capital mainly from the Housing Revenue Account, which amount to £335.8m (59%). Grants fund 19% of the programme, prudential borrowing funds 9% and capital receipts represent a further 9% and it is this element of funding that is the most uncertain. Any projects in the Capital Programme funded by capital receipts can only be undertaken if the receipts are realised.

Sources of Programme Funding 2013/14 to 2017/18

- Other £19.2m
- Grants £105.3m
- Capital Receipts £53.6m
- Prudential Borrowing £53.2m
- Revenue Contributions £335.8m

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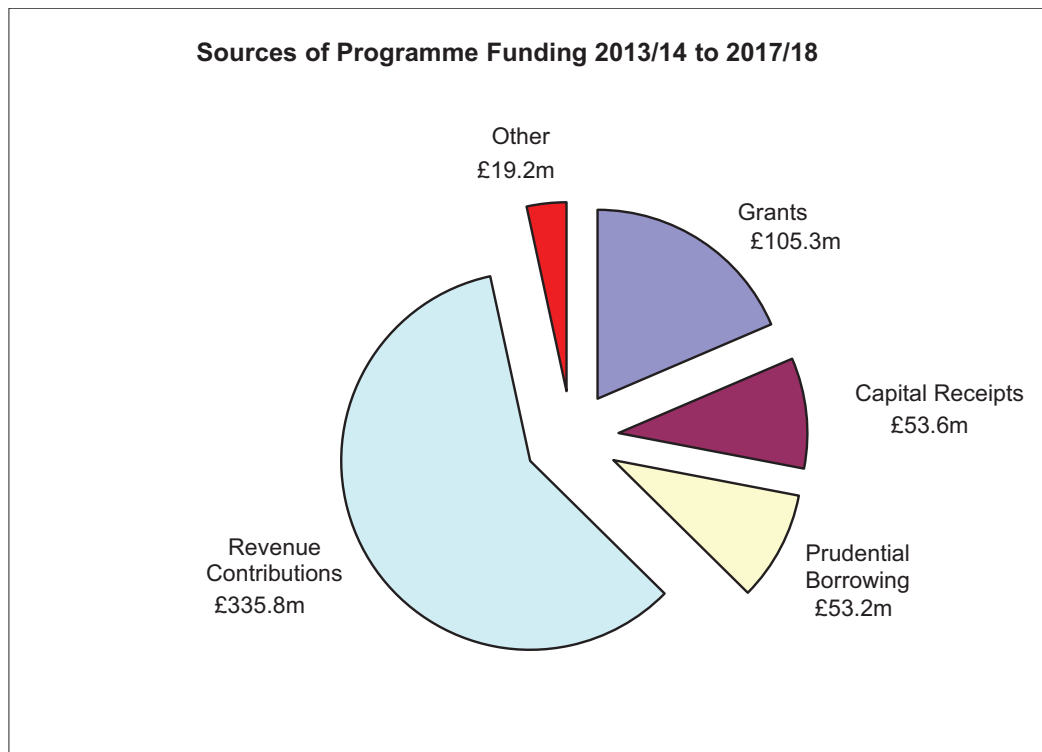
Sources of Programme Funding 2013/14 to 2017/18		
Scheme	**Funding £m**	**Percentage %**
Grants	105.3	19%
Capital Receipts	53.6	9%
Prudential Borrowing	53.2	9%
Revenue Contributions	335.8	59%
Other	19.2	3%
Total	**567.1**	**100%**

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

89. 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

90. 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.

91. 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.

92. 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. Moreover, the receipts from the CIP will be re-invested in the programme so that it does not require specific support from the Council.

93. 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 2014-15.

Prudential Borrowing

94. 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.

95. 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.

96.   Included within the 2013/14 Capital Programme are the following projects funded in whole or part from prudential borrowing:

Project	Total Project Value £000s
Housing Schemes	24,360
New Sheffield Indoor Market	12,229
Office Accommodation Strategy	6,354
New Retail Quarter Land Purchase	5,112
Asset Rationalisation	2,356
Fosters Carers Housing Enhancement	1,078
UTC Site – Porter Brook	1,000
Active North Project	700
Total	**53,188**

97. Any amendments to these limits will be approved by Full Council and undertaken in line with the Prudential Code. There are other commitments outside of the capital programme and these are described in the Revenue Budget report.

98. 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

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demonstrated that funding is available within the overall Council budget to meet the ongoing borrowing costs.

RECOMMENDATIONS

99. It is recommended that Members approve those specific projects included in the years 2013-14 to 2017-18 programmes at Appendix 8. 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.

100. Note the proposed Capital Programme for the 5 years to 2017/18 as per Appendix 8.

101. 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 2014-15. (If substantial capital receipts are realised within 2013-14 or 2014-15 a further report will be brought to Members as part of the monthly approval process).

Finance

February 2014

SHEFFIED CITY COUNCIL

CAPITAL PROGRAMME

PORTFOLIO / SERVICE	2013/14 £k	%	2014/15 £k	%	2015/16 £k	%	2016/17 £k	%	Future £k	%	Total £k	%
Children Young People & Families (CYPF)												
consisting of:												
Building Schools for the Future	12,514	9	2,622	3	263	0	154	0	168	0	15,721	3
Other	25,522	18	18,177	18	6,521	7	0	0	0	0	50,220	9
	38,036	**27**	**20,799**	**21**	**6,784**	**7**	**154**	**0**	**168**	**0**	**65,941**	**12**
Communities	**2,068**	**1**	**992**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**3,061**	**1**
Place												
consisting of:												
Highways - Local Transport Plan (LTP)	8,774	6	2,154	2	0	0	0	0	0	0	10,928	2
Highways - Other	3,403	2	4,193	4	40	0	0	0	0	0	7,636	1
Other Development Services	540	0	191	0	110	0	0	0	0	0	840	0
Business, Strategy & Regulation	99	0	0	0	0	0	0	0	0	0	99	0
Capital & Major Projects	20,158	14	3,683	4	678	1	0	0	0	0	24,519	4
Culture & Environment	2,641	2	4,564	5	5,768	6	66	0	0	0	13,038	2
Creative Sheffield	2,044	1	0	0	0	0	0	0	0	0	2,044	0
City Development	2,188	2	5,771	6	1,272	1	0	0	0	0	9,231	2
Housing - Decent Homes	23,561	17	4,954	5	3,308	3	878	1	0	0	32,701	6
Housing - Other	22,784	16	50,165	50	81,683	82	78,905	99	149,057	100	382,594	67
	86,191	**61**	**75,674**	**75**	**92,858**	**93**	**79,849**	**100**	**149,057**	**100**	**483,630**	**85**
Resources	**15,109**	**11**	**3,853**	**4**	**0**	**0**	**0**	**0**	**0**	**0**	**18,962**	**3**
Corporate	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Overall Total	**141,405**	**100**	**101,319**	**100**	**99,642**	**100**	**80,003**	**100**	**149,225**	**0**	**571,594**	**100**

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CAPITAL PROGRAMME FUNDING

SOURCE OF FUNDING	2013/14		2014/15		2015/16		2016/17		Future		Total	
	£m	%	£m	%	£m	%	£m	%	£m	%	£m	%
Government Supported Borrowing	1.8	1	-	-	-	-	-	-	-	-	1.8	0
Prudential Borrowing	26.1	19	4.3	4	0.7	1	-	-	22.1	15	53.2	9
Grants	57.0	40	35.2	35	8.0	8	2.0	3	3.0	2	105.3	19
Contributions	7.1	5	5.4	5	3.1	3	1.5	2	0.4	0	17.4	3
Capital Receipts	11.6	8	12.5	13	11.0	11	5.5	7	13.0	9	53.6	9
Revenue Contributions	37.3	26	42.2	42	74.6	77	71.0	89	110.7	74	335.8	59
Overall Total	140.9	100	99.6	100	97.4	100	80.0	100	149.3	100	567.1	100

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1 CAPITAL PROGRAMME MONITORING 2013/14 – As at 30th NOVEMBER 2013

1.1

1.2 Summary

1. At the end of November 2013, the end of year position shows a variance of £22.4m which is an increase of £3.1m on the month 7 variance which was £19.2m below budget reflecting the continuing work to validate the forecast and refine the spending profiles of projects. Having identified more accurate (i.e. lower forecasts) this will increase the variance against budget. The Cabinet Member for Finance, on behalf of the Cabinet will consider if the slippage request is justified and the budget will be similarly revised downwards.

2. In this month's investment submission proposals in Appendix 1, £5.1m of slippage requests have been put forward plus a further £4.7m reduction following the cancellation of the Westfield Sports Village. If approved, this will bring the Budget down by £6.6m and make the reduction against budget still smaller in subsequent reports. The CYPF programme is very close to reducing the variance to less than £0.7m.

3. Analysis of the revised forecasts shows that whilst considerable progress has been made further reductions in both the budget and forecast are required to ensure an accurate year end estimate of spend. The basis for this assertion is:

   a. The actual spend at the end of month 8 is £63.6m which is £23.1m (27%) below budget; and

   b. The forecast capital spend for 2013/14, at £128.3m, is £13.5m above that delivered in 2012/13 but the current rate of spend is below that seen last year.

4. In order to achieve the forecast level of spend a substantial turnaround in performance across all programmes is required. Given the current rate of spend, which is averaging around £7-8m per period, and allowing for expected increases in some Highways programmes such as Streets Ahead

and Better Buses, an outturn in the range of £100 – £120m looks a more likely year end position with the final position being closer to £100m rather than £120m. Finance continues to challenge unrealistic project manager forecasts and the necessary adjustments will be brought forward for approval in future reports.

5. The Highways programme shows the biggest forecast acceleration in spend. £7.1m of spend is forecast in four months at an average of £1.8m per month compared to £3.1m in the first eight months of this year. The main accelerants are BRT North (£3.0m), bus route schemes (£1.0m) and the Optio Orange project (£0.7m).

6. Capital Programme Group continues to challenge the delivery plans from Project Managers when submitting requests to include new projects in the programme. Similarly, slippage requests must show a credible, revised programme rather than be an attempt to roll over unused budgets. Several submissions have failed these tests and been rejected.

1.3 Financials 2013/14

All figures reported in £000

Portfolio	Spend to date £000	Budget to Date £000	Variance £000	Full Year forecast £000	Full Year Budget £000	Full Year Variance £000
CYPF	12,440	26,267	(13,827)	35,286	40,954	(5,669)
Place	15,549	15,862	(312)	21,575	31,008	(9,433)
Housing	26,268	28,520	(2,252)	45,081	49,702	(4,621)
Highways	3,100	6,735	(3,635)	11,532	10,217	1,316
Communities	616	1,426	(810)	1,726	2,914	(1,188)
Resources	5,588	7,851	(2,263)	13,050	15,818	(2,768)
Grand Total	63,562	86,661	(23,099)	128,250	150,613	(22,363)

7. The outturn forecast is £22.4m (15%) below the budget. This is a £3.1m higher than last month, which is a combination of (£1.4m) slippage on Lower Don Valley, which has now been approved and £3.1m amendment to the Westfield Sports Village forecast to reflect that the cancellation of the project.

8. The table below shows that the improvement in defining a realistic budget continues where £4.2m of spend has been re-profiled into future years.

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Thus the revised budget for the year of £150.6m is £1.3m below the position at Month 7 after additions and variations of £2.9m:

Capital Programme				
	2013-14	2014-15	Future	Total
	£m	£m	£m	£m
Month 7 Approved Budget	151.9	79.8	237.1	468.8
Additions	1.3	0.5	6.9	8.7
Improved accuracy of the Budget	1.6	7.1	-7.3	1.4
Slippage	-4.2	4.2		0
Month 8 Approved Budget	150.6	91.6	236.7	478.9

9. The variation in the year to date position of £23.1m arises mainly from operational delays (£8.6m), projects awaiting approval £7.6m, projected underspends £1.3m and slippage of £0.5m. The operational delays are due to lengthy contract negotiations on the Fisk Risk Assessment project (£950k), New Primary North East (£2.3m) and (£2.0m) on the BSF Programme this is due to re-profiling. A further (£2.5m) on the BRT North project which is due to delays in land purchases and specialist materials required for the Supertram crossing.

10. The forecast for the year shows that with the exception of Highways all portfolios are below profile against the approved programme. They key variances are detailed below:-

a. CYPF – £5.7m (14%) below budget this is due to £2.8m reduction in the current years BSF programme, plus £0.4m slippage which is included as part of the proposals put forward this month. The overall reduction in the BSF programme, including future years is (£4.1m). This reduction now incorporates a provision of £3.8m for the potential VAT liability on the BSF programme. There is a further £0.7m due to under spend on projects and £0.8m expected slippage on Grace Owen Nursery.

b. Place – £9.4m below budget of which £4.9m relates to the CPO acquisitions for the New Retail Quarter. This project is currently on hold pending a

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review of the options for taking the development forward but a revised position will be forecast and reported at Month 9. A further £3.1m is due to the cancellation of the Westfield Sports Village project which is included in Appendix 1.

c. Housing – £4.6m below budget of which £2.7m is due to project slippage, which is included within the current proposals. There is a further £1.8m under spend relating to the environmental improvement programmes at South West Abbeybrook, South East and North New Parson Cross. On all 3 schemes the estimates put forward by the contractor were over estimated by around 400 heating installations. This is being offset by an increase of (£1.0m) in anticipated HRA Programme Management costs.

d. Highways - £1.3m above budget of which £1.4m relates to projects which have been submitted for approval and (£0.9m) of projects where no forecast has been submitted.

e. Communities – £1.2m below budget: this is mainly due to projects which have slipped behind schedule and into future years.

f. Resources – £2.8m below budget of which £1.4m relates to projects have slipped behind schedule and into future years.

Further detail can be found below at paragraphs 11 – 23.

1.3.1 Children, Young People and Families Programme

11. CYPF capital expenditure is £13.8m (57%) below the profiled budget for the year to date and forecast to be £5.7m (14%) 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	-378
Slippage on Devolved Budgets	0	0
Accelerated spend	0	0
Operational delays in projects due to planning, design or changes in specification	-5,263	0
Revised profile for Building Schools for the Future programme	-6,499	-94
Incorrect budget profiles	221	0

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No forecast entered by project managers	0	-120
Projects submitted for Approval	0	-2,418
Underspending on project estimates	-312	-702
Other variances	-1,974	-1,956
	-13,827	-5,669
Spend rate per day	72.7	138.9
Required rate to achieve Outturn	275.2	
Rate of change to achieve forecast	278.4%	

12. Of the £13.8m variance to date £6.5m relates to BSF in respect of reductions in the BSF Programme, which are already within the approvals process.

13. The forecast variance of £5.7m relates to reductions to the BSF programme of £2.8m, these are included within proposals already put forward. and a further £0.4m of programme slippage. There is a further £0.8m of proposed slippage on the Grace Owen Nursery project which is due to delays in arranging the external funding.

Place Programme

14. The Place portfolio programme (excluding Housing and Highways) is £0.31m (2%) below the profiled budget for the year to date and forecast to be £9.4m (30%) below the programme by the year end for the reasons set out in the table below.

15. The Other variance for the forecast position in the table below £4.9m relates to the New Retail Quarter CPO scheme which is on hold pending a review of the project.

Cause of change on Budget	Year to date £000	Full Year forecast £000
Slippage b/fwd from 2012/13		
Slippage to be carried forward	-125	-260
Operational delays in projects due to planning, design or changes in specification		
	-683	0
Incorrect budget profiles	0	0
No forecast entered by project managers	0	-336
Projects submitted for Approval	106	-3,143
Overstatement of budgets		

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Overspending on project estimates	-284	595
Other variances	673	-6,289
	-312	-9,433
Spend rate per day	90.9	84.9
Required rate to achieve Outturn	72.6	
Rate of change to achieve forecast	-20.2%	

Transport & Highways Programme (Place Portfolio)

16. The main reason for the year to date variance relates to operational delays expected on the BRT North project, this is due to delays in land purchases and specialist materials required for the Supertram crossing. Other projects related to the Streets Ahead programme are now underway and spend is being incurred.

Cause of change on Budget	Year to date £000	Full Year forecast £000
Slippage b/fwd from 2012/13		
Slippage to be carried forward	0.0	0.0
Operational delays in projects due to planning, design or changes in specification	-2,793.5	0.0
Incorrect budget profiles	319.3	0
No forecast entered by project managers	0	-946.0
Projects submitted for Approval	0	1,449.0
Overstatement of budgets		
Overspending on project estimates	184.4	109.0
Other variances	-1,345	704
	-3,635	1,316
Spend rate per day	18.1	45.4
Required rate to achieve Outturn	101.6	
Rate of change to achieve forecast	460.3%	

Housing Programme (Place Portfolio)

17. The Housing capital programme is £2.2m (8%) below the profiled budget for the year to date and forecast to be £4.6m (9%) below the programme by the year end for the reasons set out in the table below:

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Cause of change on Budget	Year to date £000	Full Year forecast £000
Slippage to be carried forward	-123	-2,759
Operational delays in projects due to planning, design or changes in specification	0	0
Incorrect budget profiles	-824	0
No forecast entered by project managers	0	0
Projects submitted for Approval	-4,745	-294
Home Improvement grants held on behalf of other local authorities	-102	-260
Items under investigation		
Underspending on project estimates	-918	-332
Other variances	4,460	-977
	-2,252	-4,621
Spend rate per day	153.6	177.5
Required rate to achieve Outturn	226.7	
Rate of change to achieve forecast	47.6%	

18. The main reason for the forecast variance is due to £2.5m of expected savings to the Housing programme, of which £1.8m sites across South West Abbeybrook, South East and North New Parson Cross. All 3 schemes are in connection with the Environmental Programmes within each area which include new heating installations. The actual level of work is about 400 installations below what was anticipated.

Communities

19. The year to date spend on the Communities portfolio capital programme is £0.8m (57%) below the profiled budget and the forecast £1.2m (41%) below budget.

20. The main reason for the forecast variance is £0.83m of project slippage relating to ICT Infrastructure and Mobile Working Solutions both of which are currently within the approvals process.

Cause of change on Budget	Year to date £000	Full Year forecast £000
Slippage b/fwd from 2012/13		
Slippage to be carried forward	0	-244
Operational delays in projects due to planning, design or changes in specification	0	0
Incorrect budget profiles	-727	0
No forecast entered by project managers	0	0
Projects submitted for Approval	0	-830
Overstatement of budgets		
Overspending on project estimates	0	0
Other variances	-83	-114
	-810	-1,188
Spend rate per day	3.6	6.8
Required rate to achieve Outturn	13.4	
Rate of change to achieve forecast	271.0%	

Resources

21. The year to date spend is £2.3m (29%) below the programme and forecast to be £2.8m (17%) below the approved budget for the whole year.

22. The main cause of the shortfall on budget.to date is slippage in the Road Vehicle Efficiency replacement programme (£0.3m), Town Hall essential repairs to the Grade 1 listed building (£0.3m), Wincobank Community centre where a value engineering exercise is in place to keep within the approved budget as the tenders have exceeded the approved amount (£0.2m), and the Accommodation Efficiency strategy (£0.8m).

23. Project manager forecasts assume that most of this slippage will be recovered by the year end although £1.1m of compliance schemes are expected to slip into future years along with Town Hall essential repairs (£0.4m) and, potentially, contingency budgets (£0.3m). The Accommodation Efficiency strategy is also forecast to be £0.6m under budget.

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Cause of change on Budget	Year to date £000	Full Year forecast £000
Slippage b/fwd from 2012/13		
Slippage to be carried forward	-256	-1,430
Operational delays in projects due to planning, design or changes in specification	147	0
Incorrect budget profiles	0	0
No forecast entered by project managers	0	0
Projects submitted for Approval	0	-1,248
Overstatement of budgets		
Overspending on project estimates	0	-171
Other variances	-2,154	82
	-2,263	-2,768
Spend rate per day	32.7	51.4
Required rate to achieve Outturn	89.9	
Rate of change to achieve forecast	175.1%	

CAPITAL PROGRAMME: CORPORATE RESOURCE POOL

Overview

1. The Council's Corporate Resource Pool (CRP) provides a flexible capital resource pool to address key Member and Corporate capital priorities. Funding comes mainly from capital receipts arising from the sale of Council land and buildings plus other unrestricted capital income. The national programme of expenditure reductions has increased the importance of this facility as central government support has decreased.

2. In recent years officers have recommended that Members approve capital expenditure commitments for no more than one year in advance because the weak property market, and consequent low levels of capital receipts, put considerable constraints on the CRP creating a net reduction in the level of the pool year–on-year - prior year commitments exceed the dwindling receipts to top it up. Previously, CRP allocations had been set for three years forward to enable services to plan capital investment on a medium term basis.

3. Capital Programme Group (CPG) has reviewed the current position and recommends retaining the current policy in the face of the:
   - declining level of the CRP;
   - slower than expected flow of receipts from the Asset Enhancement and Disposals programme;
   - need to maintain the Council's infrastructure and provide for other capital contingencies such as structural failures or uninsured losses caused by natural disasters such as the 2007 floods.

4. The CRP is used to address funding issues that are not covered by mainstream capital resources. There is still central government funding for some types of capital projects and there are sources of external funding through grants e.g.
   - Department of Education funding for educational buildings through Capital Maintenance or Basic Needs Provision;
   - Department of Health funding for social care;
   - Department of Transport funding for transport infrastructure through Local Transport Plan (LTP), Better Buses Funding initiative or The Local Sustainable Transport Fund; and
   - The Housing Revenue Account (HRA) which funds a substantial part of the housing programme and already accounts for almost 75% of the current capital programme.

5. Capital Programme Group has developed a series of principles to test the eligibility for CRP support for projects and these are set out below:

- The project has no other available funding sources i.e. not from central government, internal investment funds e.g. HRA, or other grant funding bodies; and

- is in line with corporate priorities; and

- the project is necessary to make an asset compliant with legislation; or

- the project has a robust business case which delivers financial savings or significant improvements in performance; or

- is a strategic project which requires cash flow support until a funding package can be arranged. Funding for these projects will be on an *exceptional* basis taking into account the current level of unallocated cash within the CRP. The project must be viable and capable of repaying the CRP within a reasonable time, for example, by generating asset sales. If the project does not proceed, any abortive project costs would have to be financed from the sponsoring portfolio's Revenue Budget.

Key Issues for the CRP

6. In managing the CRP, the Council faces a number of key issues in respect of the demands placed upon the CRP and the likely level of future receipts:

- Recreational Leisure facilities for the South and North of Sheffield, linked to Olympic Legacy funding
- Central Library
- Community investment Plan to rationalise and improve local area
- Demolition of Castle Market and future use of the site
- The Building Schools for the Future Programme funding Gap
- Future receipts into the CRP

Each of these items is discussed below including potential resolutions.

BSF Gap

7. Resolution of the BSF gap has been the key to unlocking CRP funds for other projects (see Table 1 at paragraph 31 below). The 13-14 Capital Budget report estimated the gap at £9m plus the risk on the VAT recovery on some expenditure. Work done since then has identified potential savings of £5m by providing the required additional school secondary places through new schools in the Lower Don Valley.

8. Other management actions and careful control of risks could close the gap. The VAT position on expenditure has been agreed with HM Revenue and Customs.

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9. As part of its 2013-14 Business Planning, Council resolved to close the Don Valley Stadium and Stocksbridge leisure centre being venues which required high subsidies per visitor. This is part of a strategy to provide sports facilities across the city with minimum subsidy. The existing sports centres are becoming life expired and require replacement.

10. External Funding grants could provide over £15m of funding to build replacement facilities but some £3-4m match funding will be required from the Council. Work continues on developing options but this is likely to remain a significant commitment for the CRP. The proposal to members is to reserve £1m for the provision of a new facility at Graves which over a three year period will save the Council up to £0.4m in annual subsidy. It is also proposed to reserve £2.5m for the provision of facilities in North Sheffield.

Central Library

11. The Central Library is a Grade 2 listed Art Deco style building that is in need of structural and cosmetic repair. Regeneration of the building is part of a wider scheme for the improvement of the Surrey Street area. A number of options are being explored which may not necessarily include capital investment – for example, provision of a new central library building might be included in the proposals for the replacement New Development District. However, some provision has been retained within the current CRP plans but these are very dependent on the level of capital receipts.

Community Investment Plan

12. The Council has conducted a major review of its non-office accommodation building estate, known as the Community Investment Plan. Buildings have been graded vis-à-vis their operating cost, utilisation and potential future capital repair costs. High cost, poorly utilised buildings will be closed, the activities within decanted to other nearby buildings – possibly through the creation of Community Hubs where Council services would be co-located improving customer service.

13. The scheme could cost up to £15m over three to five years but should cover its costs through future revenue budget savings from reduced operating costs or capital receipts from the disposal of surplus buildings. Members have a choice over the pace at which the project proceeds. An accelerated pace demands a heavy up-front outlay in the expectation of receipts in future years and exposes the Council to movements in the property market which could lead to delays in sales and thus leave the CRP depleted. It might also provide a significant project management challenge which would require additional resource (and cost).

14. This report proposes that the scheme should be "cash neutral" in each year by using receipts generated in prior years to cover the costs incurred in the

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current year. In effect each sale would be ploughed back into funding the next part of the project.

Castle Market Decommissioning

15. The indoor Castle Market has been replaced by a new facility on the Moor which is acting as a catalyst to regenerate the lower end of the Moor. The newest parts of Castle Market are over 50 years old and other areas are 100 years or more. The building is of a design and construction which makes it unsuitable for conversion and modern day use. Demolition is therefore the only realistic option.
This will create a substantial area of vacant land which will require a regeneration strategy as Castle Market is one of the commercial anchor points of that area of the city. One option is to develop the heritage aspect of the area by uncovering the remains of the castle. The Council is seeking external funds to mitigate the substantial cost of redevelopment.
The transfer of the market to the Moor creates a further pressure on the CRP. A small part (8%) of the funding is dependent on an anticipated capital receipt from the development of properties within the Broad Street area. The risk would be reduced if the project came in under budget. This is one of the risks in the programme which is discussed in greater detail at paragraph 31 - 34 below.

Capital Receipts

16. Discussion on the CRP inevitably focuses on the spending commitments. However, the "Receipts Position" is equally, if not more important to understand as this sets the agenda for future spending commitments. Capital receipts stream has been declining as the property market collapsed, but, other developments on Housing policy have also had an adverse effect.

17. The Council's Affordable Housing Policy requires that up to 40% of new developments must be affordable homes. This proportion is higher than other neighbouring authorities and does make sites in Sheffield less attractive to developers because the financial returns are lower. This depresses the receipt values from disposals generally, and, can divert income from the CRP because part of the site sale value is taken as a payment for Affordable Housing developments elsewhere. This should lead to better value for money in securing new homes at lower cost by building the homes in less expensive areas albeit by foregoing a portion of the receipt that would have gone to the CRP.

18. The Housing priority is leading to pressure to give up General Fund land even though the Housing programme is already generously resourced from HRA – almost 75% of the capital programme is spent on Housing. In addition, considerable support has been provided by the Council to the establishment and operation of the Local Housing Company.

19. The inflow of receipts is dependent on the state of the property market. Receipts are affected not only by the macroeconomic position, but also by

procedural hitches in conveyancing and buyers extending negotiations to gain commercial advantage. Past experience has shown that somewhere between 40% and 60% of the potential sales are completed in any year. Thus the ability to forecast the precise timing of receipts is very difficult and will therefore require the CRP to always hold a generous contingency or release funds on a short term time horizon.

20. It is essential that the Council maximises the value of capital receipts from property disposals and the proactive approach taken by the Strategic Land Development Group should assist in achieving this goal.

Current Demands on the CRP 2014-15

21. Appendices 10 and 11 show the recommended list of projects for CRP support which services have proposed. CPG has reviewed the approved schemes and considered additional schemes which are in development and meet the principles set out in paragraph 5. This budget planning exercise, which culminates in this report, seeks to test the affordability of such schemes to enable long term planning to progress and in no way seeks authority for individual schemes outside the agreed process.

22. For 2014-15, services are seeking indicative allocations of £20.5m. Some projects are still being developed and will be the subject of detailed submissions to Cabinet for approval. The recurring themes in these bids are:

- £4.3m of the schemes will make the Council compliant with legislation;
- £2.7m of the schemes are associated with revenue budget savings and improving services or making assets ready for sale; and
- £13.5m for Council priorities.

Compliance Schemes

23. These proposals relate to either a planned campaign to make infrastructure compliant with the latest legislation or the maintenance of major structures such as dams, demolition of redundant buildings or adaption of the buildings to comply with   accessibility legislation. These budgets are "reactive" provisions held in case urgent action is needed. By their very nature therefore these are contingency items which may ultimately slip into the following year, or, perhaps not be used at all.

24. The planned work focuses on Fire Risk where £1.6m will be spent in this area.

Cash Savings Schemes

25. £1.4m is included for further improvements in Communities ICT systems which will help to deliver services at a lower cost and meet the increasing demands on the budget.

26. Other smaller scale improvements include the development of Urban Nature Parks where selected areas of green space will be allowed to return to meadows or woods rather than being intensively managed.

Council Priority Schemes

27. Finally there are schemes worth £13.5m which will deliver Council priorities of which there are four key investments:
    - £0.5m to match the £10m of funding secured from the Department of Health for the National Centre for Sports Exercise and Medicine initiative which will provide replacement sports facilities at Graves in partnership with the Council's leisure operator, SIV. A further £2.4m will be spent in 2015-16 on developing a new facility in the North of the city;
    - £5.7m to address housing priorities including the construction of new homes;
    - £2.9m for the demolition of Castle Market; and
    - £2.0m to redevelop part of the Arbourthorne estate.

Overall Demands on the CRP 2013-14 through to 2017-18

28. In summary the demands on the CRP are shown in Table 1 below. Compliance commitments and revenue budget savings schemes account 40% of the proposals in the first two years. Thereafter largest proportion by far is the need to address Council priorities.

Table 1	2013-14	2014-15	2015-16	2016>	Total
	£m	£m	£m	£m	£m
Compliance	5.4	4.3	1.1	1.6	**12.3**
Schemes generating savings	1.6	2.7	0.3	0.4	**5.0**
Temporary funding not included above	0.0	0.0	0.0	3.0	**3.0**
Priorities	6.1	13.5	12.5	21.7	**53.7**
Total Demands	**13.0**	**20.5**	**13.9**	**26.6**	**74.0**

29. Table 2 below shows the expected receipts and matches those against demands. As in February, the position is one of declining resources such that, on this anticipated receipts profile, any commitment beyond 2014-15 would be imprudent until the capital receipts are realised. The brought forward figure comprises previous years' receipts and the table also shows how rapidly the CRP balance is being depleted.

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Table 2	2013-14	2014-15	2015-16	2016>	Total
	£m	£m	£m	£m	£m
Resources Brought Forward	30.5	20.5	10.2	9.6	
Estimated Receipts	3.0	10.1	13.3	23.4	**49.8**
Demands on the CRP	-13.0	-20.5	-13.9	-26.6	**-74.0**
Resources Remaining	**20.5**	**10.2**	**9.6**	**6.4**	
Specific Risks	4.8	5.9	5.9	5.9	
Safety Margin for Risks	4.3	1.7	1.6	1.1	
	times	times	times	times	

30. Thus some element of capital rationing will be required.

Risks in the Programme

31. Moreover, as the final line on Table 2 shows, the level of cover for "Risks" reduces from 4.3 times today to virtually 1 by 2016-17. If these risks crystallised, then the balance at the end of 2014-15 would be £4.3m, and, there would be inadequate contingency for unexpected events such as the 2007 Floods. This would require the cost to be funded from already stretched revenue budgets.

32. Most of the risks arise from former capital schemes including:
   - Uncompleted land transactions on the Inner Relief Road
   - Unrealised land receipts on transactions related to regenerating the Manor estate;
   - Uncertainty over realising the projected receipts from the asset enhancement and Accommodation Efficiency Strategy which are dependent on a sustained economic recovery in the property market; and
   - Potential delayed development of Broad Street development which will fund a small part of the new Indoor Market cost.

33. There are other known risks, but as yet unquantified, such as the potential requirement to fund a new school in Tinsley which emerge on a regular basis. This impact is not included in the report but work is on-going and an update will follow in subsequent reports.

34. There are also a number of legacy issues relating to European funded projects where the Council has been adjudged to be non-compliant with grant conditions and suffered clawback.

Conclusion on the Funding of the CRP

35. In the absence of an accelerated stream of capital receipts, there is no argument to change the current policy of approving CRP funds for the capital programme only 12 months ahead.

36. There is some improvement in the property market which should start to move sites but the rate of asset realisation is likely to be determined more by the Council's own policies and performance.

37. The programme contains a number of proposals which do allow new priorities like the replacement of recreational sports facilities to be funded.

The Housing Investment Programme 2014/15 - 2018/19

1 The 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 Councils 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 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 £51.987m. The majority of this investment (£44.492m) will be invested in council housing, as part of the self-financing Housing Revenue Account (HRA) Business Plan which now includes a commitment to deliver 600 new council homes through new build and acquisition by 2019/20.

The remaining £7.495m 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 2013/14

Increase the supply of new homes in the city

- 78 properties completed at Park Hill, a combination of social rent, Affordable rent, shared ownership and private sale
- Since May 2012, 84 households at Park Hill have been rehoused, 19 of these moved to new properties in phase 1.
- Improvements at 5 district/local centres at Stocksbridge, Spital Hill, Darnall and Attercliffe and Manor Top.
  - In Stocksbridge we have installed virtual graphics on vacant shop windows and opened a pop up shop. We also provided some Christmas lights and supported the events forum in delivering local markets.
  - At Spital Hill we have procured a company to do mentoring work to improve the business acumen of traders particularly with visual merchandising and customer service, delivered a love where you live campaign and currently developing a shop front improvement scheme to begin in autumn 2014.
  - In Darnall we have developed the shop front improvement scheme to the point of delivery- starting in March 2014. We have also scoped plans for some public realm improvements. Partnership working has meant an agreed regeneration framework for the centre and resulting outputs planned include new housing on a vacant site behind the centre, residential care provision on a further vacant site linked to a community hub.
  - In Attercliffe we have facilitated the setting up of an active Town Team which has implemented improvements to the environment through community clean up days and public art, whilst improving perceptions and footfall through a festival and marketing campaign.
  - We have not delivered any projects at Manor Top as this District Centre will be subject to a far wider plan of which Centres work will be part.
- Registered Providers delivered 218 new affordable homes in the city
- Way forward agreed for Arbourthorne Fields - Cabinet approval for the scheme was given on 8 May 2013 and the lease was signed on 6 December 2013 to allow a start on site.
- Completion of the public realm improvements at Chaucer District Centre. The improvements were primarily funded by a S106 contribution by ASDA and focussed on delivering improvements to the public space along parts of Buchanan Road, Parson Cross. The project supports the wider enhancement of the district Centre, providing an aesthetic uplift to the look and feel of area, primarily in and around the shopping parade, whilst improving movement along Buchanan Road. Under the project the following improvements have been made:
  - Resurfaced carriageways and footways
  - Enhanced block paving outside the shops
  - Traffic calming and reorientation of parking
  - New trees, verges and street furniture

- Installation of stone markers and lighting column banners which help to bind the District Centre together.

The project was led by the Regeneration Team and constructed by North Midland Construction, following a competitive tender process.

- Demolition of the final empty homes at Skinnerthorpe Road was completed. This site will now accommodate a new school.
- Worked with the Environment Agency to complete flood mitigation and public amenity space in Lower Manor.
- Continued the process of rehousing and acquisitions at Scowerdons, Weaklands and Newstead. 5 households have been rehoused so far during 2013/14, with the remaining 16 anticipated to be rehoused before the end of 2013/14. This will include the final 3 repurchases. 54 new build properties are due to be completed before the end of March 2014.
- Began a three year scheme to deliver 75 new build council houses for the city. Agreement has been reached to acquire 30 new homes from the Sheffield Housing Company and the first ones have been secured with the balance being secured in 2014/16. The programme has now been extended with a target of 600 homes by 2019/20. A cabinet report setting out the detail is scheduled for February 19th 2014.
- Offers have been accepted on 4 properties which we are acquiring through the Council's Empty Homes Purchase and Repair Scheme. They are now progressing through conveyancing. We have made offers on a further 2 properties and are waiting to hear if they have been accepted. A further 2 properties are currently being valued.
- The Sheffield Housing Company started building on all 3 Phase 1 sites. The development at Norfolk Park will see 116 homes completed by 2016, with the Parson Cross development delivering 142 homes by the end of 2015. Development of the third site, a series of infill plots in Shirecliffe, will see 47 homes built, which will be completed in 2015.
The Sheffield Housing Company has also commenced site preparation works for Phase 2 comprising a further 7 sites across the city. This work will continue throughout 2014/15 which will result in a doubling of the development activity by 2015.
- Outline planning permission secured for 65 new houses on site of the former King Ecgbert School - site currently on the market.
- Outline planning application submitted for around 100 new homes at Abbeydale/Bannerdale site.

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

- 1,622 council homes improved to the Sheffield Decency standard.
- Completed the insulation of Lansdowne and Hanover maisonettes.
- 2,730 council homes fitted with new efficient central heating systems.
- Locally agreed priorities to improve security through new door entry systems.
- Carrying out essential Health & Safety improvements such as lift maintenance, electrical upgrades and asbestos management.
- Start the programme of fire safety improvements to low rise flats & maisonettes – 1,969 homes.

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- Work has started on a two year programme to install individually metered communal heating systems. 285 homes will be completed by the end of March 2015.
- Introduction of new communal re-cycling facilities.

Helping younger, older and vulnerable people live independently

- 850 homes both the council and private sector received adaptations to enable people to remain in their homes.
- 110 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 the DDA Act)

3   The key targets for 2014/15

Increase the supply of new homes in the city

- Complete the rehousing of the remaining 14 Park Hill residents by August 2014.
- Continuation of the Arbourthorne Fields Redevelopment Scheme.
- Completion of Sanctuary Older Persons Redevelopment at Arbourthorne.
- Deliver shop front improvement scheme in Darnall.
- Deliver Shop Front Improvement Scheme at Spital Hill.
- Start the delivery of the new build council housing by procuring a contractor.
- Agree a new Affordable Housing Programme with RP partners for 2015/18.
- Market the Manor 8 site.
- Assist Registered Providers to deliver the outstanding homes in the 2011/15 Affordable Homes Programme. 477 new affordable homes are due to complete in 2014/15.
- As the freeholder, work with developer to agree a new planning application at Fox Hill and ensure the completion of 23 partially built homes.
- Complete any remaining rehousing and demolition at Scowerdons, Weakland and Newstead.
- We have agreed gap funding with the HCA to cover any shortfall in the cost of 49 acquisitions by March 2015. We are exploring how we can increase this number using other sources of gap funding and prudential borrowing.
- Continuation of the Sheffield Housing Company developments at Norfolk Park, Parson Cross and Shirecliffe.
- Continue site preparation work on seven Sheffield Housing Company sites across the city. This work will continue throughout 2014/15 which will result in a doubling of the development activity by 2015.

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

- 2,970 central heating systems renewed in council homes
- New central heating installed in homes that presently do not have central heating.
- Begin the roofing programmes.
- Continue the installation of new heat meters.
- Continue the programme of work to install fire safety improvements to low rise flats and maisonettes.
- Complete adaptations work at homes that are identified as requiring work.
- Bring 35 long term empty homes in the private sector back into use over 3 years.
- Refurbishment of community heating plant rooms and pipework.
- 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.
- Refurbishment of Balfour House Sheltered Scheme.

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.
- 240 low income homes owners assisted to improve their homes.
- 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 2014/15 Neighbourhoods Investment Programme

In total the council expects to invest £51.987m through this programme in 2014/15 as set out in Appendix 5B and 5C. The source of these funds is set out in Appendix 5A. This sum will increase as some projects will carry over both funds and work commitments from 2013/14 into 2014/15; the level of slippage is currently forecast to be £3.132m.

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

Increase the supply of new homes in the city	£12.286m
Making the best use of the city's existing housing stock	£33.964m
Helping younger, older and vulnerable people live independently	£ 5.737m
TOTAL	**£51.987m**

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.

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5   Increase the supply of new homes in the city   £12.286

Housing regeneration and housing supply

The New Homes Bonus Scheme is now entering its fourth year, by the end of March 2014 the council will have received £9.928m of income in the first three years. 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 the number of properties demolished. The current estimate, which is being reviewed and updated regularly, is a total of £35.662m 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 £13.956m has been identified to a range of projects

At some point in the future when the funds set aside for the Local Growth Fund 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 are all under construction and sales are taking place with new residents moving in on the Parson Cross and Norfolk Park sites. The Shirecliffe homes are due to go on sale in early 2014. The 305 homes in Phase 1 are planned to be completed by December 2015. In 2014/15 the council will continue to support the Sheffield Housing Company to deliver homes and maximise its impact on the regeneration and economic growth of the areas of the city in which it operates.

2014 will see the start of Phase 2 which comprises seven more sites and will deliver approximately 550 new homes. The council's role will be to prepare the Council land for development, produce site development briefs, input into the design of the new homes to facilitate a smooth planning process, liaise with local communities setting out the best way in which the Company's new homes can contribute to the long term sustainability of the neighbourhoods. The council is also providing a loan to the

Company, through the Local Growth Fund, to enable the Phase 2 development work to progress at a faster pace.

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) provides funding for new affordable housing through the Affordable Homes Programme (AHP). Local registered providers have secured £12.363m HCA grant funding for 477 new affordable homes to be completed in 2014/15. Including investment by RPs, this amounts to approximately £55m of investment in the city. These schemes will help address the priorities of the City's revised Local Investment Plan and include:

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

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.

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 £570k. This will be mainly used to bring long term empty properties back into use, by buying them back to use as council homes with an affordable rent.

Capital for Housing Improvement and Regeneration

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 working 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

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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:

HRA Regeneration   **£2.495m**
Sweeney House
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 is ongoing and the decommissioning work is expected to commence ion 2014/15. Refurbishment work will also commence at Balfour Sheltered Scheme in 2014/15.

Park Hill
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.

Regeneration   **£9.212m**
Council Housing New Build
The council has set out its ambitions to deliver 600 new council houses over the next 6 years. These will be a mix of acquisitions and new build funded by HRA resources and match funding (predominately ring-fenced Right to Buy receipts). Initially this will see the number of new build council homes rise from 75 to 120, but with the intention of adding to this as more sites are identified.

Of the 120, 30 new Council Houses have been secured through the Sheffield Housing Company with the remainder expected to be delivered in 2014 – 16. 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 to increase the stock in the city.

Arbourthorne Fields
The Arbourthorne Fields Project comprises a number of elements which include:

- The phased demolition of 246 non-traditional ("5M" type) properties
- The delivery of a cleared site to facilitate a more diverse housing tenure
- New build homes for affordable sale and rent through Sanctuary Housing Association.

Following a number of attempts to identify resources to complete the Project, Cabinet approval was given in May 2013. Phase 2a (Phase 1 having been

completed in 2010) was declared on 29 July 2013. All tenants in Phase 2a have been visited and valuations have been completed for the 13 properties in private ownership. Sales of seven properties have been agreed, with the first completion taking place on 29 November 2013.

Tenants affected by demolition proposals will have first access to the new build bungalows, flats and family homes, and all council and housing association properties within Norfolk Park and Arbourthorne are placed in a Demolition Band for affected residents with Demolition Priority.

Programme Management   **£0.498m**

The staffing and professional support services costs incurred in the planning, management and delivery of the programme.

Other Investment   **£0.080m**

This includes a budget for emergency demolition of houses.

6   Making the best use of the city's existing housing stock   £33.964m

The review of the Housing Revenue Account (HRA) Business Plan

A separate report updating the HRA Business Plan for 2014/15 was agreed by Cabinet on 15th January 2014.

The plan incorporates anticipated income and projected expenditure for 30 years and sets the long term direction for council housing investment and services in Sheffield. The Decent Homes Programme will complete by end March 2014.

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. It is anticipated that by this date 93% of the council housing stock will meet the government decent homes standard. Future investment in the housing stock will be undertaken on an elemental basis.

The projects below are in the approved capital investment programme:

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Area Investment Environmentals Programme £2.465m

This programme in 2014 /2015 will continue into 2015/16 and will see the completion of the environmental work agreed with local communities that started as part of the Decent Homes programme in 2007/08. This work comprises the provision of door security systems, lighting and CCTV to reduce vandalism and crime levels and make residents feel safe. Fencing and parking scheme work will also be delivered through this area programme.

Heating & Boilers/Heating, Boilers and Community Heating £11.274m

At present 7,121 boilers across the city are classified as obsolete and need replacing. This is the highest risk element of the maintenance backlog. Following years of underinvestment in heating systems there is now a need to tackle the obsolete heating system backlog urgently. In 2014/15 £6.5m will be invested in renewing obsolete heating systems. This will reduce the cost of responsive repair breakdowns and benefit tenants by providing affordable warmth and tackling fuel poverty. During 14/15 2,300 homes will benefit from the planned replacement of a boiler.

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. £1.8m has been budgeted for this work.

The metering element of this programme will provide approximately 6,000 homes in the city who receive their heating through either the Veolia District Heating network or through grouped heating / estate boiler plants with a heat meter. Work will start on site in February 2014. The work will allow tenants, leaseholders and freeholders with the opportunity to only pay for the heat they use. This will be a big change for many households and a linked programme of support and advice is being planned.

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.

Pipework Renewal and Plant Rooms

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 complement the heat metering improvements mentioned above.

Health and Safety/Essential Investment Work   **£3.080m**

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. Risk assessments for all archetypes in the city have been carried out. A programme is underway on low rise flats 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. Other Health and Safety work includes lift maintenance and replacement, electrical rewires, asbestos management, and fire sprinkler systems, in a 5 year programme.

Elementals   **£14.451m**

Additional Communal Areas investment

A programme of communal area refurbishment for low rise flats will commence in 2014/15. This work is intended to complement the decent homes work in the city and help improve the sustainability of blocks. We will do this by refurbishing all blocks in the city to a consistent standard. Each block will where practicable have a secure communal door or door entry system, double glazed windows in the communal area, provide a well-lit communal area, wall and floor finishes that are safe and can be easily cleaned. The extent of work in each block will be determined through site surveys in conjunction with local priorities. The project will make a start in 2014/15 but take a number of years to complete.

Kitchen and Bathroom Programme & Windows and Doors Programme

These programmes of work will start to address the backlog of homes that did not have all elements of decent homes works or only had partial works completed. These elemental programmes will be delivered separately and will start with an estimated 1,600 properties that have had no improvements in the last 9 years alongside identifying the renewal work required to vacant properties.

New tenants will be given a commitment that this work to be completed as soon as possible and no later than 12 months after the tenancy commences. This approach will ensure we achieve value for money for the works alongside minimising rent loss on the property. By delivering the two programmes separately this should minimise the disruption for customers.

Roofs and Externals

This will include replacement of flat and pitched 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. A new external repairs and painting strategy has been agreed through a tenant/ leaseholder task and finish group.

Waste/Waste Management Improvements £0.490m

This project will include completing recycling facilities provision to blocks of flats in the city which require a specific facility. It is also anticipated that some bin chute closure work will be undertaken alongside this on some maisonette blocks and will provide a complete waste disposal solution.

Balfour House £0.845m

The scope and purpose of the project is to undertake the Decent Homes work to Balfour House Sheltered Scheme.

The scope of work is based on the established Decent Homes standard for sheltered schemes and is consistent with work carried out on the sheltered schemes completed as part of the Decent Homes contract/s.

The work involves the conversion of 12 bedsits into 6 one-bedroom flats, the refurbishment of the existing warden's accommodation and guest room, as well as the communal kitchen, toilets and laundry room. This work is located in the first block of the scheme. In the second block work will include the refurbishment of a further 22 one bedroom flats including some minor remodelling to the existing bathrooms to make them larger and more user friendly.

The scope of work to all properties includes new kitchens, replaces the bathrooms with level access shower rooms, full re-wires, renewal of heat metering and new hot water provision through the installation of heat plates as well undertaking work to communal facilities in line with building regulations such as improvements to fire detection and emergency lighting systems where required.

The project also includes for the renewal of the existing passenger lift located in the first block which provides access to a the second floor and also the bridge link (walkway) which connects to the second block at ground level only. The existing walkway is to have an extension built on top of the existing, to create a second floor to enable full access to the second block. This additional walkway will provide full access from the new lift to the second floor of the second block which currently only accessible by two flights of stairs. The new lift will provide access to the second walkway.

Programme Management £0.605m

The staffing and professional support services costs incurred in the planning, management and delivery of the programme.

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

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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.

7   Helping younger, older and vulnerable   people live independently.   £5.737m

The projects below are in the approved capital investment programme:

Private Sector   **£3.305m**

Disabled Facilities Grants for Owner Occupiers

This is funded by £1.4m capital grant from Government, in previous years the council has contributed £0.5m 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 £0.213m 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 effect on increasing the financial pressure on local health services and adult social care budgets – it is predicted that 400 disabled facility grants will be approved in the 2013/14 period and that 60% (240) of these will be prioritised as urgent. Cases are deemed urgent to avoid hospital admission. A small proportion of the total will be approvals issued for people awaiting discharge from hospital. Failure to find additional funding will see increased pressure on hospital and care services, therefore the capital receipt position will be reviewed regularly to see if it becomes possible to increase this budget during 2014/15.

Minor Works Grants
This project below is part of a bid to the Corporate Resource Pool and subject to additional approval.

This project helps the vulnerable elderly owner occupiers to remain safe, secure and healthy 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, relieving pressure on home care services, hospitals and care homes

Category 1 Hazards
This project below is part of a bid to the Corporate Resource Pool and subject to additional approval.

Work has commenced to integrate private rented standards into the referral pathways of health and social care partners with the primary focus to address Category 1 and 2 hazards in privately rented housing which is having a negative impact on health. We are looking to introduce a new level of risk stratification linked to occupiers/tenants health in determining level of intervention and will target action to address hazards impacting on health need and dependencies. Options for direct referrals from GP practices are being explored to improve early intervention from PHS where a patients' health condition can be attributable to poor house condition. This is an improved way of working and as such will not require a capital budget to support its initiation. However, enhanced level of case referrals together with statutory requirements for landlords to address Cat 1 and Cat 2 hazards may lead to increased enforcement activity. Budget will need to be allocated to support any default action required to address non-compliance.

Homes and Loans
The service was set up by Sheffield during 2004 to offer affordable loans instead of grants to financially vulnerable home owners living in non-decent accommodation. It continues to provide this service to all local authorities in Yorkshire and the Humber as well as Sheffield.   Such loans require no monthly repayments and only become due when the property changes hands. In addition, the service administers Relocation and Empty Property loans using various funding sources, and also provides Foster Care loans (conditionally non repayable) specifically for Sheffield. The service continues to be funded entirely from non-council resources.

Currently there is no available funding in Sheffield to help financially vulnerable home owners make their homes decent. However, the Local Growth fund is supporting relocation loans in the city as part of the Arbourthorne fields redevelopment scheme.

Works In Default
The Council is under a statutory duty to take action to deal with private rented properties where there is a Cat 1 hazard or a statuary nuisance. We work with landlords to seek compliance thorough cooperation however where necessary we do have to resort to the service of enforcement notice. Where such notices have not been complied with the Council needs to be in a position to enforce the terms of the notice to protect the health and welfare of the tenants. The powers available to the Council include the ability to carry out work in default or prosecute landlords or do both. A capital budget is required in order to enable the carrying out of work in default. The legislation provides for the cost to be recoverable from landlords and the debt is registered as a local land charge until recovered.

House Condition Survey
The Council is under a statutory duty to consider and keep under review housing

conditions in its area, and this includes private sector housing. Private sector housing includes both owner–occupied and private rented dwellings. The purpose of carrying out a survey is to help the Council in its duty to consider and review housing conditions in its area, as well as assisting in strategic planning, future policy development and funding priorities. The information from the survey is needed for statutory government returns on the housing stock in the city.

Adaptations & Disabilities   **£2.025m**
Discrimination Act (DDA) in Council Homes

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 is expected to increase given the age profile of council tenancies across the city. The Decent Homes investment does mean that many of the new bathrooms and adaptations will be able to help supress costs and a number of initiatives to recycle stairlifts and ramps are being implemented to reduce costs. The budget will meet the demand of new requests and in 2014/15 a new contractor will be in place to deliver this work.

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 largely complete in early 2014/15. A review of the Council's Community Buildings Strategy which will include TARA (Tenants and Residents Association) meeting rooms/properties and concessionary lettings will complete in 2014/15 and will determine if any further investment in community buildings / facilities is necessary to comply with the requirements of the Equalities Act.

SHAW Team   **£0.407m**
Energy refurbishment and low carbon energy
2013/14 has been a turbulent year for national energy policy. In particular, there has been a slow consumer response to the Green Deal despite increasing pressures on the affordability of energy. Locally there continues to be a strong priority to support activity that reduces household energy bills, reduces our carbon emissions and builds stronger energy resilience. In response to this, the Sustainable Development

Service programme was re-focused during the year to give a stronger priority to the use of ECO grant ahead of the Green Deal loan mechanism, as well as work on district and community heating and locally produced renewable/low carbon energy.

The Low Carbon Pioneer and fuel poverty projects initiated last year provided some valuable lessons in how to approach this, and a high profile ECO Scheme backed by the City Council but delivered by private sector was begun in early 2014.

This major initiative will continue into 2014/15. It aims to maintain the momentum established through Sheffield's award winning 'Free Insulation Scheme' that ran to the end of 2012 and covered 80% of the city. The early focus for this ECO scheme is to:

- Promote heating improvements for low income households – free in most situations
- Start to tackle the 'hard to treat' cavities that the earlier Scheme wasn't able to, and where funding permits, insulation to accessible under-floors and 'rooms in roofs'
- Support good quality work, delivered through an approach that reduces 'cherry-picking' and a consistent service to Sheffield residents where there is currently a number of confusing initiatives.

Alongside this, the development of Planning Guidance on solid wall insulation and proposals to tackle non-traditional construction properties that require thermal efficiency improvements are a priority.

The £0.5m funding provided as seed funding for Green Deal, ECO and other energy initiatives in 2013/14 has been re-profiled to support this work over a longer period. This will act as seed funding to support the development and staffing costs that will lever in lead fees and other potential income from these activities.

Plugged in South Yorkshire
This scheme is to promote the use of electric vehicles through the installation of Rapid Electric Vehicle charging points across the sub region, including the installation of public use charge points, and through offering grants to SME's to have these charging points installed within their business premises. The scheme will also provide two electric vehicles for public use. The scheme is supported and funded via the Local Sustainable Transport Fund, and the Department for Transport. This project also has £67k of revenue funding to cover grant administration costs.

Neighbourhoods Housing Investment Programme 2014/15 to 2018/19

Preliminary Funding Streams

Funding Stream	2014/15	2015/16	2016/17	2017/18	2018/19
Funding Streams					
Resources for Investment in Council Housing					
HRA - Depreciation paid from Revenue	40,394	74,577	70,998	53,995	56,753
HRA - Additional Borrowing	0	0	0	12,900	9,200
HRA - Revenue Contribution	0	0	0	0	0
HRA RTB Receipts - assumed	0	1,400	1,400	1,500	1,800
Additional Contributions to HRA (inc CESP and Leaseholder contributions)	1,892	1,400	1,400	200	200
New Council Homes (Add Receipts)	736	3,407	2,220	4,746	3,381
HRA Prudential Borrowing	1,470	0	0	0	0
Sub Total HRA	**44,492**	**80,784**	**76,018**	**73,341**	**71,334**
HRA Slippage	2,284	0	0	0	0
Total HRA Resources	**46,776**	**80,784**	**76,018**	**73,341**	**71,334**
General Resources					
Energy Grants	0	0	0	0	0
CRP contribution to Private Sector	500	440	440	440	440
Specified Capital Grant	1,400	1,400	1,400	1,400	1,400
Sub Regional Loans	1,222	0	0	0	0
Local Growth Fund	1,140	420	494	0	0
Misc Capital Contribution	52	0	0	0	0
Asda Receipt (Chaucer)	18	18	18	350	0
Capital Receipts - Land	150	75	159	50	0
Capital Receipts - RTB RF Arb 5M's	2,877	1,753	1,005	0	0
Capital Receipts - RTB - Preserved	136	101	250	127	176
Sub Total General Resources	**7,495**	**4,207**	**3,765**	**2,367**	**2,016**
Non HRA Slippage	848	0	0	0	0
Total General Resources	**8,343**	**4,207**	**3,765**	**2,367**	**2,016**
Grand Total Resources	**55,119**	**84,991**	**79,783**	**75,708**	**73,350**
Programme Check Total	**51,987**	**84,991**	**79,783**	**75,708**	**73,350**
Variance (slippage)	3,132	(0)	0	0	0

Appendix 5B

Neighbourhoods Investment Programme 2014/15 to 2018/19

Spending	£000's 2014/15	£000's 2015/16	£000's 2016/17	£000's 2017/18	£000's 2018/19
Helping younger, older and vulnerable people to live independently	5,737	3,925	3,925	4,000	3,900
Increase the supply of new homes in the city	12,286	18,469	13,744	19,750	11,516
Make best use of the city's existing housing stock	33,964	62,597	62,114	51,958	57,934
Sub Total	51,987	84,991	79,783	75,708	73,350
Slippage	*3,132*	*0*	*0*	*0*	*0*
Grand Total	55,119	84,991	79,783	75,708	73,350
Funds	55,119	84,991	79,783	75,708	73,350
Variance	0	0	0	0	0

Appendix 5C

Neighbourhoods Investment Programme 2014/15 to 2018/19

Spending	£000's 2014/15	£000's 2015/16	£000's 2016/17	£000's 2017/18	£000's 2018/19
Investment in Council Housing	32,474	61,922	61,439	51,283	57,259
Affordable Warmth	407	0	0	0	0
Private Sector Housing	1,812	420	420	420	420
Regeneration & Renewal	12,553	17,921	13,498	19,504	11,270
Supporting Vulnerable People	3,638	3,625	3,625	3,700	3,600
Others	1,103	1,103	801	801	801
Sub Total	51,987	84,991	79,783	75,708	73,350
Slippage	*3,132*	*0*	*0*	*0*	*0*
Grand Total	55,119	84,991	79,783	75,708	73,350
Funds	55,119	84,991	79,783	75,708	73,350
Variance	0	0	0	0	0

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Transport Capital Programme 2014/15

The National Context

1. The Local transport Plan (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.

2. The Local Sustainable Transport Fund (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.

3. 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.

4. The BB2 capital programme is a five year national pilot initiative, and is at various stages of development and delivery. The core elements are similar to other LTP, LSTF and BBAF funded work, investing in improved infrastructure to increase efficiency and reduce the cost of bus operations on a number of key corridors (thereby reducing the need for Government direct grant assistance to operators).

The Local Agenda

5. The funding streams combine to form the Council's overall transport programme. This programme will help deliver our "Vision for Excellent Transport in Sheffield", enabling people to make informed choices about the way they travel and helping transport contribute to the social, economic and environmental improvements we want to happen in the city.

6.   The transport programme will reinforce the "Excellent Transport" vision by ensuring that transport contributes to achieving many of the outcomes in the Council's Corporate Plan, and will help deliver the specific transport objectives in the Corporate Plan, namely:
- Thriving neighbourhoods
- Sustainable and Safe transport
- Reducing carbon emissions

7.   The transport programme also makes a significant contribution to the Council's new Public Health role, and links to ongoing "Olympic Legacy" work via Sheffield's National Centre for Sport and Exercise Medicine, by promoting "Active Travel" (walking and cycling).

Overview of the Programme

8.   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 £3.35m in 2013/14, and is expected to increase to £4.48m for 2014/15.

9.   In recent years the Government has also provided other dedicated funding streams for transport initiatives for authorities to bid for according to specific guidelines. Local Sustainable Transport Fund (LSTF), Better Buses Area Fund (BBAF) and Better Bus Area (BB2) resources are now both available to the South Yorkshire Partnership following successful bids. "Pinch Point" funding has been awarded to Sheffield City Council for improvements to Penistone Road. Additional future funding opportunities include an extension to LSTF, "Green / Cleaner" Buses and Cycling initiatives.

10.   The Local Sustainable Transport Fund was introduced by Government to promote sustainable transport interventions that support economic growth whilst reducing carbon emissions. 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

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on the delivery of several of the packages of interventions on behalf of the South Yorkshire Partnership.

11.   The "Better Buses Area Fund" is a two-year South Yorkshire wide programme, approved by DfT in March 2012, with £4.91m shared across the four districts and SYPTE. This is due for completion in March 2014.

12.   A second "Better Bus Area" fund (BB2) was awarded to the Sheffield Bus Partnership in February 2013 in recognition of the ground-breaking Voluntary Agreement between the principal bus operators, SYPTE and the City Council that was launched in October 2012. This programme totals £18.3m spanning a five year period - £6.7m revenue activities (coordinated by SYPTE) and £11.6m capital investment. The Council is again responsible for leading on the delivery of these capital projects on behalf of the Sheffield Bus Partnership.

13.   "Pinch Point" funds are another government initiative aimed at tackling congestion nationally. Sheffield submitted a bid for Pinch Point funding for improvements to Penistone Road, based on previous work aimed at improving access to employment sites along the Upper Don Valley. In May 2013, DfT awarded £3.013m for this scheme, to be used by 31st March 2015.

14.   Since initial approval of the current 13/14 programme, processes and procedures relating to the interface between the capital programme and the Streets Ahead highways maintenance contract have significantly matured. This has included work on commuted sums, previously shown as a lump sum in the overall programme, and now calculated for each individual project. Details of the programme have also changed over the year so this paper provides an update on the overall make-up of the 13/14 programme.

15.   The Council's formal Capital Approval process requires full Cabinet sign-off for each funding stream programme as outlined above, and each scheme within these. The lower flexibility of some of these funding streams, and their mixed capital/revenue nature has created further complexity for delivery. This paper therefore sets out current priorities for funding allocations prior to the Council's overall budgets being agreed early in the New Year.

16.   As described above, the funding streams have different timescales of availability. 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). The Pinch Point funds similarly must be expended by the end of March 2015, requiring good progress on design this year. 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 13/14 LTP programme

17.   The SYLTP partnership wishes to ensure all of the sub-region's 2013/14 and 2014/15 funding allocations are fully spent in order to demonstrate to Government that we can deliver the programme and hence encourage the DfT to maximise future allocations for South Yorkshire.

18.   Another very significant influence on timing is the Streets Ahead programme. 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 is therefore now central to the priorities for the Council's overall transport capital programme over the next five years.

Local Sustainable Transport Fund Programme

19.   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.

20.   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

21.   The "Main Bid" Programme totalling £24.6m over three years features:
- the Don Valley Enterprise Corridor (goes all the way from Sheffield to Rotherham town centre 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-le-Street), and

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- a county-wide "Business and Employer Sustainability Toolbox" (BEST)

22. Each of these packages has been broken down into separate strands of activity which have capital and revenue allocations for the full term of the programme and are managed and coordinated by the South Yorkshire Transport Partnership team. Appendix 6A illustrates the overall City Council input to the approved LSTF programme.

Better Buses Area Fund Programme

23. The "competitive" nature of the BBAF bidding process means that this programme was also essentially predetermined. Programme management for BBAF is coordinated by the South Yorkshire Passenger Transport Executive (SYPTE), who again have some limited discretion for flexibility, reporting to SYITA.

24. The programme has three core elements: "Smart Ticketing" (led by SYPTE); "Smart Infrastructure" including continued progress (led by the City Council) on highway improvements to the Sheffield – Mosborough key bus route and on Ecclesall Road; and "Smart Management" of Sheffield's roads through minor 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, including the use of four relocateable enforcement cameras

25. In this final year of the BBAF programme, the City Council is leading on the delivery of projects worth £991,000. These are summarised in Appendix 6B.

The "Better Bus Area" (BB2) Programme

26. This is a similar programme to BBAF, except that it is specific to the Sheffield District as "reward" for the launch of the ground-breaking Sheffield Bus Partnership. It comprises a new five year capital and revenue programme, the capital element of which increases year-on-year with revenue decreasing. The capital programme will be to focus on further infrastructure projects that improve the reliability, punctuality and cost-effectiveness of bus services, hence contributing to passenger growth. The programme is coordinated by the PTE but delivery of most of the infrastructure projects rests with SCC

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27. Appendix 6C illustrates the current summary outline programme, but early work focusses on improvements to the Chesterfield Road corridor (including remodelling Meadowhead roundabout), to Penistone Road and Barnsley Road, and to the Sheffield - Gleadless key bus corridor.

28. Infrastructure investment again needs to tie into the Streets Ahead programme to minimise disruption and maximise value-for money. Further refinement of the programme will need to be agreed through the Bus Agreement Partners initially and will then be reported to the Cabinet Member and to SYITA as appropriate.

Penistone Road Pinch Point project

29. This is a specific project designed to tackle congestion problems at four key junctions along Penistone Road, thereby improving access to key employment and regeneration sites along the Upper Don Valley. In response to the Council's bid for funds, the DfT awarded £3.013m to be spent by March 2015. The project significantly overlaps the "BB2" Penistone Road proposals and both are being designed to closely align with Streets Ahead core maintenance work planned for 2014/15. The project is listed alongside the BB2 programme in Appendix 6C.

2013/14 Local Transport Plan Programme

30. The LTP capital settlement granted to SYITA in 2013/14 provided £3.35m to the City Council. This allocation was confirmed at the SYITA meeting on 4th April 2013, the Council's Cabinet Highways Committee having approved a provisional programme on 12th December 2012. Individual schemes have then been progressed through the Council's Capital Approval Process throughout the year. A similar timescale is envisaged next year following today's report.

31. Subsequent to the December 2012 Cabinet Highways Committee, an additional £1.5m of LTP funds became available having been carried over from the previous year, leading to a total LTP programme value of approximately £5m. Appendix 6D illustrates the updated allocations for the current year's LTP programme, taking on board changes to processes and procedures relating to the Streets Ahead maintenance programme. Members are asked to note and approve these revisions.

32. A summary of the types of schemes currently being delivered in the 2013/14 LTP programme is therefore as follows:

2013/14 LTP Programme by Block Allocation	£ million
Road Safety schemes	**0.965**
Action linked to "Streets Ahead" Programme	**1.425**
Action for Pedestrians	**0.551**
Action for Cyclists	**0.491**
Traffic management schemes	**0.638**
Public Transport measures	**0.371**
LTP management, monitoring, development and other small scale initiatives	**0.095**
Total (£4.377m currently available)	**4.420**

Proposed 2014/15 Local Transport Plan Programme

33.   For 2014/15, it is anticipated approximately £4.48m will be allocated for LTP Integrated Transport measures to Sheffield and subsequently endorsed by SYITA. For good programme planning purposes this now requires allocating across a number of priorities.

In the coming year, there will be a number of **commitments for continuing existing initiatives.** These include:

o   Accident reduction schemes - additional funding for more schemes to improve road safety, from existing lists of known problem sites.

o   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.

o   The citywide programme of projects under the banner of "Enhancements to the Streets Ahead Programme", including pedestrian crossings, refuge islands, school entrance schemes – focussed on the twenty zones where Amey are programmed to be working next year;

o   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 with input from ward Councillors;

o   Another city-wide programme, again linked to Streets Ahead, of small scale cycling opportunities;

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- Cycle Routes - continued progress on a programme of on-street facilities and off-road "Green Routes", encouraging more people to try different ways of travelling to work and adopt healthier lifestyles whilst avoiding congestion. The LTP investment also enables development work for future bids for DfT funding such as "Cycle Ambition Grant"; "Cycling Cities" etc.

- Crookes /Nile Street pedestrian crossing - construction is planned for the summer holidays (July 2014)

- Sheffield Bus Agreement Work –the Council's contribution to the 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.

- A residual contribution to the project management aspects of the Bus Rapid Transit (North) project in the Lower Don Valley, which now has approval for Government funding and is due to start on site in April 2014

- Traffic Management schemes – including small scale traffic signal enhancements and camera enforcement schemes

- Permit Parking schemes – continued development and implementation of this programme, building on work already done with local communities.

- Public Rights of Way improvements – a rolling annual programme

34. 2014/15 will also see opportunities for new initiatives. These might include:
- Contributing to an emerging upgrade of the Hallam University / Knowledge Gateway area of the city centre, by investing in walking and cycle routes;

- Jointly with the PTE, contributing to a new programme of bus stop upgrades, maximising the opportunity presented by Streets Ahead;

- Investigating a 20 mph speed limit in the City Centre (with investigation work funded by the South Yorkshire Safer Roads Partnership)

- Supporting East Midlands Trains in enhancing drop-off arrangements and cycle parking and access at Sheffield rail station

35.   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 are proposed:

Draft 2014/15 LTP Programme by Block Allocation	£ million
Road Safety schemes	**0.990**
Action linked to "Streets Ahead" Programme	**1.500**
Action for Pedestrians	**0.390**
Action for Cyclists	**0.550**
Traffic management schemes	**0.470**
Public Transport measures	**0.460**
LTP management, monitoring, development and other small scale initiatives	**0.120**
Total (£4.480 provisionally available)	**4.480**

36.   The provisional detailed LTP programme for 2014/15 is set out in Appendix 6D

Relevant Implications

37.   For LTP funds, the central South Yorkshire ITA cash grant will be claimed from the South Yorkshire Integrated Transport Authority as expenditure is incurred throughout the year. Agreement has been reached with South Yorkshire partners about use of LTP funds to cover the whole-life costs (commuted sums) of the new transport infrastructure constructed, the eligibility of other funding streams for this purpose is still being discussed. The LTP programme allocations stated in this report form part of the third South Yorkshire Local Transport Plan (2011-2016) which is a statutory document. It should be noted that there is pressure to use LTP to cover a greater element of client costs in delivering this capital programme due to the budgetary situation.

38.   For LSTF and Better Buses Funds, the central cash grants will be claimed from the South Yorkshire Passenger Transport Executive as expenditure is incurred throughout the year.

39.   A full Equality Impact Assessment has previously been undertaken for the Transport Capital Programme in December 2012. The Programme makes a clear commitment to the development of an inclusive transport system that takes into account the needs of everybody. Of particular importance is making public transport easier to access and use and the promotion of more sustainable and cheaper modes of travel. The Programme aims to provide real travel choices and alternatives, in

particularly for the more disadvantaged groups in society. Everyone is affected by transport issues, the Programme is of universal positive benefit to all regardless of sexuality, ethnicity, religion, disability, gender and age.

40.   Legal Implications: SYPTE as the Transport Authority for the metropolitan district of Sheffield is responsible for improving public transport and Sheffield City Council as the Highway Authority has the responsibility for local roads and traffic management and is under a duty to enable all traffic to flow freely by making sure roads are used efficiently and with reduced congestion. SYPTE is responsible for producing the LTP and the Council is accountable for ensuring that the Network Management Duties have been successfully undertaken. The Council also has the power to take steps to meet local transport needs in the light of local circumstances together with a power to enter into partnerships with bus operators in order to support more coherent planning and delivery of local transport.

41.   There are also legal aspects to the recently launched Sheffield Bus Partnership in that the Council has committed itself to contributing to a five-year "Joint Investment Plan". The public transport programme, with details of bus-related projects listed in the appendices, forms the core of this Council commitment.

Next steps

42.   Subject to agreement with the SYITA and other partners within the individually named schemes within the 2014/15 programmes will all be sought through the formal Capital Approval process.

43.   The schemes outlined above will enable the Council to fulfil its statutory duties.

The 2013/14 and 2014/15 LSTF Programme:

(SCC involvement: Lead and / or Delivery)

Programme Block	Scheme	2013/14 allocation (£000's)	2014/15 allocation (£000's)
Cycling Package	• Blackburn Valley cycle route	12	0
	• Upper Don Valley Cycle Route	50	0
	• SY Bike Boost	40	40
	• SY Cycling Training	37	37
	• SY Repair and ReCycle	25	25
Behavioural Change Package	• Targetted Safer Sustainable Travel Campaigns	70	70
Don Valley Enterprise Corridor	• SYITS (South Yorkshire Intelligent Transport System)	329	221
	• Cycle Route - Lower Don Valley - SCC	388	TBC
	• Plugged In South Yorkshire (Don Valley) - SCC	106	108
	• Sheffield –Woodhouse Key Bus Route (PTE led)	605	344
Business and Employer Sustainability Toolbox (BEST) (Behavioural Change)	• ECO Academy – Eco-driving Sheffield – SRP	155	198
	• ECO Academy – Young Driver Training – SRP	138	134
	• Walkboost – workplace – SCC	302	445
	• Walkboost – Walk to work – SRP	82	62
	• Cycleboost –Park that Bike - SCC	58	47
	• Cycleboost –Workplace Dr.Bike - SCC	96	41
	• Cycleboost –Bike Leasing (Bikeboost) - SCC	244	168
	• Cycleboost –Workplace Adult training - SCC	171	91
	• Travel Training (2) - SCC (Children and Young Peoples Service)	146	101
	• SY Marketing and Communications – Safer Sustainable Travel – SRP (Safer Roads Partnership)	167	124
	• SY Marketing and Communications – Young People's Travel Training – SRP	72	51
Total		**3,293**	**2,300+**

The 2013/14 "Better Bus Area Funds" Programme

Programme Block	Scheme	2013/14 allocation (£000's)	2014/15 allocation (£000's)
Smart Infrastructure	• Ecclesall Road Corridor	83	N/A
	• Sheffield – Mosborough Corridor	609	N/A
Smart Management			
	• Improved clarity and enforcement of peak period waiting restrictions	184	N/A
	• Improved clarity and enforcement of bus gates	115	N/A
Total		991	N/A

The 2013/14 and 2014/15 "Better Buses Area" (BB2) Programme

Programme Block	Scheme	Current 2013/14 allocation (£000's)	2014/15 allocation (£000's)
More Efficient Infrastructure	• Chesterfield Road Corridor (Meadowhead)	842	TBA
	• Chesterfield Road Corridor (Heeley area)	50	TBA
	• Penistone Road Corridor	50	TBA
	• (Penistone Road – separate "Pinch Point funding but heavily linked to BB2 programme)	900	2,113
	• North Sheffield Corridor – Phase 2	50	TBA
	• Sheffield –Gleadless Corridor	250	250
	• City Centre Urban Traffic Control Programme	50	TBA
	• Citywide Bus Hotspots	50	250
Improved Passenger Facilities	• Audio-Visual on-bus information systems	50	TBA
Total		2,292	4,500 (prov.)

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Sheffield's updated 2013/14 LTP Programme, and draft proposals for 2014/15

SY Cost code	SCC BU ref	PROGRAMME BLOCK ALLOCATION	DESCRIPTION	revised 2013/14 allocation (after SYITA review Oct'13)	DRAFT Proposed 2014/15 allocation
		Public Transport Programme			
S034	94177	Ecclesall Road Smart Route Package	Package of traffic management measures, jointly funded with SYPTE and match funding LSTF – including parking management work	£57,000	£50,000
S085	93092 94445	Sheffield Bus Agreement (incl Hotspots)	SCC contribution to Sheffield 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.	£270,000	£200,000
		Bus stop upgrades aligned to Streets Ahead work	New allocation co-funded jointly with SYPTE to maximise Streets Ahead opportunities for modification and improved accessibility	£0	£200,000
S077	93887	Sheffield Bus Rapid Transit North Contribution	Continued contribution to management of (successful) major scheme development and delivery	£44,000	£10,000
S095		**Network Management Programme**			
	94310	Chesterfield Road Package	final removal of bus pre-signals on Meadowhead; various other minor traffic management measures	£11,000	£40,000
	93110	Meadowhead roundabout contribution to BB2	SCC contribution to the broader network management improvements	£100,000	£50,000

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		scheme	at this strategic junction		
		Traffic signals enhancements	annual programme of equipment upgrades in alignment with Amey signals maintenance work (13/14 increase funded by 12/13 carryover)	£44,000	£20,000
		Streets Ahead related revisions to waiting restrictions etc.	provision of new programme in response to continued public requests for small scale revisions of waiting restrictions (yellow lining schemes)	£10,000	£50,000
	93095	Taxi facilities	Continuing a rolling programme of schemes, including the provision of new ranks (13/14 increase funded b 12/13 carryover)	£27,000	£25,000
	94449	Driving Me Crazy	completion of previous programme, now superseded by Street Ahead related	£16,000	£0
		HGV work	Continuing the current HGV routing study and developing early measures to promote freight routes – increase needed to cover extended public liaison work	£80,000	£25,000
		City Centre coach parking study	Feasibility work to provide solution to long-term problem	£0	£10,000
S096		Inner Ring Road related measures	residual commitments – now completed	£50,000	£0
S092		**SCC Permit Parking Programme**	Permit Parking schemes – continued development and implementation of this programme *(currently £300,000 allocated against "S092" at South Yorkshire level)*.		
	92846	Hillsboro PPS Review	No further requirement in 14/15	£70,000	£0
		TRO enforcement upgrades, equipment		£100,000	£100,000

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	94366	St Vincent's / St Georges PPS		£40,000	£25,000
	92746	Upperthorpe PPS		£80,000	£25,000
		Park Hill / Atlas PPS		£10,000	£100,000
		Accessibility Programme			
S091		SCC Streets Ahead Accessibility Opportunities (small schemes)	City wide programme linked to Streets Ahead, of smaller scale opportunities such as provision of dropped crossings, guard rails, removal of old street clutter etc.	£800,000	£800,000
S097	var.	SCC Streets Ahead Accessibility Enhancements (larger schemes)	Citywide programme, including pedestrian crossings, refuge islands, school entrance schemes – focussed on the zones where Amey are programmed to be working	£625,000	£700,000
S094		SCC "Action for Pedestrians" Programme (includes Crookes/Nile St; PROWIP)	*(currently £530,000 allocated against "S094" at South Yorkshire level)*		
		Public Rights of Way Improvement Plan	Ongoing programme to fulfil statutory requirement	£120,000	£120,000
		Crookes / Nile St	pedestrian crossing - construction is planned for the summer holidays (July 2014). 13/14 spend is advanced diversions	£80,000	£250,000
		East Bank Road	Complete in 13/14	£147,000	£0
		Psalter Lane	complete	£76,000	£0
	93399	Porter Valley crossing facilities	Largely design work in 13/14	£38,000	£20,000
		Community Assemblies - Completion Programme	All carryover from 12/13 – all now commissioned	£100,000	£0

		Road Safety Programme	*(currently £655,000 allocated at South Yorkshire level)*		
S075		SCC Accident Savings Programme	Continued citywide strategy to reduce killed and seriously injured (KSIs) on the roads - from existing lists of known problem sites		£300,000
	93661	Prince of Wales Road / Greenland Road	Design making good progress (£15000)	£110,000	
	93351	Wordsworth Avenue	design only in 13/14, to enable environmental aspects to be addressed (£5000)	£115,000	
	93655	Monteney School	Substantially complete - (£90,000)	£120,000	
		KSI early action work	Contingency fund	£10,000	£10,000
	92769	Accident savings scheme development	to refine future priorities	£10,000	£10,000
	93970	Speed Indication Devices (SIDs) Programme	Rolling annual programme of devices, linked to discussions with ward Councillors	£70,000	£70,000
		School Keep Clear (SKC) Programme	Rolling programme of introducing enforceable restrictions to advisory "zig-zag markings" at schools, geared to align with 20mph work and Amey programme	£200,000	£150,000
S083	94438	road safety audit work	Work required to respond to the outcome of Stage 3 (as built) Road safety Audits	£40,000	£40,000
S087	97985	SCC 20mph Speed Limit schemes Programme	Citywide strategy to develop 20mph speed limits across local areas, aligned to Streets Ahead Programme. Sizeable ongoing programme	£300,000	£400,000
		Development of potential City Centre 20 mph speed limit	Reviewing potential funding options from South Yorkshire Safer Roads Partnership	0	£10,000
		Cycling Programme			
S098	93370	SCC Streets Ahead Cycling Enhancements	City-wide programme, again linked to Streets Ahead, of small scale cycling	£100,000	£200,000

			opportunities (late to start this year, processes now operational);		
S086		SCC other Cycling projects	Programme of both on-street and off-road routes, encouraging more people to cycle safely. Investment also enables development work for future bids for DfT funding such as "Cycling Cities" etc. (£363000 approved at SY)		
	93557	Connect 2	complete	£86,000	£0
	92741	Upper Don Valley		£80,000	£80,000
	90703	Blackburn Valley	recent progress on land issues plus surveys and development of phase 2 options	£85,000	£80,000
	92903	Lower Don Valley	Continued progress of largely off-road route; mostly funded through LSTF	£14,000	£10,000
	92913	Little Don route	Local contribution to Peak Park / Barnsley "Cycle Ambition Fund" initiative	£0	£100,000
		City Centre Signing	complete	£10,000	£0
	92872	City Centre Cycle Ring Route	will be completed this year, no funding requirement in 14/15	£100,000	£0
		Green Routes Network Development	New allocation to enable development work - includes various surveys	£20,000	£80,000
		Miscellaneous			
		Regeneration and Development Partnership activity	New Contribution to emerging "Knowledge Gateway" project - investing in walking and cycle routes	£50,000	£100,000
S076		Sheffield Air Quality Programme	Scale of next year's requirement to be confirmed	£45,000	£20,000
		TOTALS		**£4,560,000**	**£4,480,000**
		Resources available		**Currently £4,377,000**	**Provisional £4,480,000**

Property and Facilities Management Programme

The National Context

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

2. The national austerity programme which has reduced central government support for both revenue and capital budgets

3. The global and national economy and its effect on property prices and development.

The Local Agenda

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

The National Austerity programme

5. The Government austerity programme is reducing the central government support for both revenue and capital budgets forcing the authority to be more self-reliant. The authority's response is to both
   - Reduce the cost of its fixed cost infrastructure like buildings; and
   - Raise money for the capital programme by selling off surplus property in part created by the rationalisation of its buildings.

6. The Council is pursuing three key initiatives which should contribute to these objectives.

7. The first is the **Office Accommodation Efficiency** project (also known as the **Workstyle** project) which aims to concentrate administration staff in fewer locations, releasing accommodation that is rented or has a high disposal value. That project is well underway with previously redundant office space brought back into use in the Moorfoot building.

8. The second initiative, the **Community Investment Plan**, is ready to accelerate from 2014-15. This initiative will address the community resource centres and buildings which provide front line services. It will aim to concentrate these in

fewer locations reducing operating cost and producing a better service to users. Where possible we are working closely with other Public Sector partners to share resources and offer complementary services.

9. This capital programme report seeks authority to approve the policy and in principle funding of the programme management team to develop detailed business cases and operational plans. For that reason, the plan is described in some detail further in this appendix.

10. The third initiative is the **Asset Enhancement Programme** which, where appropriate, makes a modest investment in surplus properties to increase their value and market attraction by making them ready for development.

The Local Economy

11. The Recession makes the disposal of land and property at fair price more difficult to achieve. In order to ensure that assets that can be disposed of in the current market conditions, can be effectively processed, 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.

12. Development work with our other public and private partners is also being explored to lever further regeneration of several neglected areas within the City. The development of the Moor is a case in point. The Council has invested £18m in creating a new market and the private sector has created new retail units or converted vacant department store floor space into student accommodation.

What else has been achieved in 2013-14?

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

14. The long standing requirement to provide a replacement for Castle Market has now been realised. Further private sector investment on the Moor is envisaged.

15. The Council expects to complete the majority of the Workplace construction works during 2013-14 paving the way for staff to transfer in from rented accommodation.

16. 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.

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17. 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 deliverable; the approved standards and Human Resources policies are coherent and can be practically applied across a range of different types of team and services

18. 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.

The Capital Programme 2014-15

19. The key components of the 2013/14 Capital Programme are as below. Most of these projects are funded by the Corporate Resource Pool, and, in line with the recommendations in Appendix 4, approvals are only being made for one year.

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

20. This is a long term project stretching into 2015-16 and possibly longer which aims to develop the area's historical heritage after the demolition of the old Castle Market.

Office Accommodation Efficiency Strategy (Workstyle project)

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

22. £0.7m is included for the final part of the works in Howden House.

Essential Infrastructure: Keeping the Council's estate safe

23. £1.9m is included as a specific programme to ensure the Council's buildings are compliant with Health and Safety legislation.

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

24. £0.9m is included for the essential refurbishment and long term maintenance of the Council's buildings, some of which are listed buildings.

25. Projects which have been identified as priorities for funding from capital receipts and are subject to approval.

Asset enhancement

26. 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. The current projects require a further £0.6m to complete.

Voluntary Registration

27. 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. This is the second of a two year programme and £0.3m is included.

Sheffield Investment fund. (SIF)

28. 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 are no formal approvals at the moment and the rate at which this initiative progresses is dependent on the speed at which the Asset Enhancement programme delivers more capital receipts

Community Investment Plan (CIP)

29. The CIP vision is to 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.

   a) Sheffield City Council currently holds approximately 1,000 operational buildings equating to almost 1,000,000m^2 of floor space (Gross Internal Area - GIA) and an outstanding backlog maintenance liability estimated in excess of £200m.

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b) The CIP and the Workplace Project are the focused corporate approaches being used to help resolve outstanding issues and improve the utilisation and sustainability of the operational estate.

Programme Objectives

30. The CIP, in alignment with the Corporate Asset Management Plan currently has the following objectives:

a) To adopt and reinforce the policy for Vacant Property Management
b) To reduce SCC's core operational estate – reduction in floor area
c) To decrease the organisation's property backlog maintenance liability
d) To provide fit for purpose and sustainable Community Facilities
e) To make property revenue costs as efficient as possible
f) To act as the catalyst for the reduction in carbon emissions and improved maintenance of buildings

Programme Scope

31. The CIP is working towards the rationalisation of Sheffield City Council's operational estate, this includes the properties which are used or have been used in the recent past for service delivery.

32. The CIP currently focuses on those properties identified through a fully encompassing asset review and area appraisals process as being an opportunity for investment and/or divestment.

33. Currently the CIP focuses on approximately 300 properties, or a third of the estate.

Programme Exclusions

34. Generally, schools and those properties which are funded and managed separately for educational purposes are excluded from the scope of this work.

35. Those properties already identified within separate strategies or projects, for example the core office estate identified within the scope of the Workplace Project (Office Accommodation strategy) arising from the SCC Accommodation Strategy and Libraries pending the outcome of the service review.

Programme Structure & Governance

36. A Programme Board will lead the strategic implementation of the programme.

37. The board will meet in a six weekly cycle and involve the Cabinet Member for Finance and Resources and his advisor to maintain the link previously established with Members.

38. A work-stream group will be used for each strategic delivery plan in order to formulate an appropriate approach to the defined property solutions and develop business cases for such.

39. Property Forum and Asset Management Group will continue to be used for cross organisational communication with respect to the development of property solutions and business cases.

40. The Strategic Property and Capital Investment Group, linking into the Capital Programme Group will be used to approve the property and operational aspects of business cases for the proposed property solutions.

41. In accordance with set procedures, finance approval will be sought at Capital Programme Group prior to recommendation to Cabinet.

42. Consultation through Portfolio Leadership Teams, Directors of Business Strategy, Finance Business Planning and the Executive Management Team will continue as and when is required or requested throughout the programme.

Implications

43. In summary, a total of approximately £5.5m capital funding is required, £1.08m of capital funding is already earmarked from the Corporate Resource Pool from other approved or submitted projects including £180k pre programme approved enabling works and £900k for the re-provision of Spring Street Kennels.

44. £4.4m of capital receipts are anticipated to be realised from surplus property disposals and a resultant net £130k revenue surplus will be created from Year 4. Recognising the Council's straightened financial position, a key principle of the programme is that it should be self-funded with minimal external support. Each investment will be funded either from capital receipts raised by earlier programme sales or revenue budget savings.

45. A major component of the financial model is resolving inherited revenue pressures of property running costs, in Year 1 alone this is currently forecasted at -£475,950 which is substantially reduced by offsetting this with the created revenue surplus through the delivery of property solutions.

46. These financials are assumed on the proviso that budgets are successfully adjusted to allow any surplus or pressure to be captured by the CIP financial model. To allow this, all stakeholders must buy-in to the proposed property solutions and this needs to be anticipated within the business planning process.

47. Assuming both interest charges/accruals and valuation yield applied to year 4 and onwards net revenue surplus of 5%, the programme shows return on cost of 49.82%.

48. In summary, of the ~300 properties within scope it is anticipated that there will be a 50,000m^2 reduction in floor area (29%) and a £9.4m reduction in property backlog maintenance liability (45%).

49. An Equality Impact Assessment (EIA) has been completed and demonstrates that implementation of this programme will have a positive impact on the City with no negative implications envisaged.

The Outcomes of the Property Capital Programme

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

   a) 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.

   b) Ensuring that all possible cross-cutting opportunities are realised both within the Council and with other public bodies. (Asset Rationalisation, Community Investment Plan)

   c) Gathering, maintaining and updating key property information.

   d) Emphasising the importance of facilities management as integral to good estate management.

   e) Maximising capital value, taking into account local priorities.

   f) Maximising income from our commercial estate.

g) Releasing latent value in surplus property for reinvestment.

h) Rationalising assets that do not support the Corporate Plan

i) Pursuing centralisation of all property related budgets to enable corporate prioritisation of property expenditure.

51. 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

52. 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.

53. 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.

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

55. 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.

56. 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

57. 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.

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Summary of 2014/15 Capital Projects by Portfolio

2014-15 Approved Capital Programme

Values in £'000s	Prior Years Actual	2013-2014	2014-2015	2015-2016	2016-2017	2017-	Total
				Expenditure			
Resources	6,209	15,109	3,853	-	-	-	25,171
CYPF	216,328	38,036	20,799	6,784	154	168	282,269
Communities	4,025	2,068	992	-	-	-	7,085
Place	25,256	27,669	14,208	7,827	66	-	75,026
Place: Housing Programme	267,078	46,345	55,119	84,991	79,783	149,057	682,373
Place: Highways	12,827	12,177	6,347	40	-	-	31,391
Total	531,722	141,405	101,319	99,642	80,003	149,225	1,103,316

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RESOURCES

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
BUSINESS INFORMATION SOLUTIONS										
^OFFICE ACCOMMODATION										
^OFFICE ACCOM EFFICIENCIES										
^OFFICE ACCOM EFFICIENCIES										
^WORKSTYLING										
90120 - MOORFOOT	APR 2010	MAR 2015	Approved - Active	3,019	4,905	51				7,975
90132 - CITY CENTRE CIVIC ACCOM	JUN 2012	APR 2013	Approved - Active	35	(35)					(0)
90133 - HOWDEN HOUSE ACCOMM STRATEGY	SEP 2011	MAR 2015	Approved - Active	37	297	716				1,050
90140 - PROJECT DELIVERY COSTS	APR 2013	MAR 2015	Approved - Active	99	1,401					1,500
90141 - IT WORKSTREAMS	APR 2013	MAR 2015	Approved - Active		480					480
TRANSPORT										
TRANSPORT										
^TRANSPORT SERVICES										
^TRANSPORT SERVICES										
^TRANSPORT SERVICES										
90138 - VEHICLE & PLANT EFFICIENCY 13-	JAN 2013	MAR 2014	Approved - Active		1,790					1,790
^PROPERTY AND FACILITIES MANAG										
^CIVIC ACCOMMODATION										
^CIVIC ACCOMMODATION										
^TOWN HALL										
90101 - TOWN HALL ROOF & MASONRY REP	APR 2011	MAR 2014	Approved - Active	592	166					758
90102 - TOWN HALL ELECTRICAL	APR 2011	MAR 2014	Approved - Active	569	83					652
90111 - TOWN HALL LIFTS	APR 2011	MAR 2014	Approved - Active	113	287					400
^P&FM CAPITAL SCHEME										
^P&FM CAPITAL SCHEME										
^P&FM CAPITAL SCHEME										
CENTRAL TRANSPORT										
90026 - ANNS GROVE YOUTH FACILITIES (Q00021)	JAN 2008	JAN 2014	Approved - Active		250					250
^ENVIRONMENTAL PROGRAMME										
Q00008 - Environmental Programme	APR 2011	MAR 2013	Approved - Active		100					100
^DISABLED ACCESS										
94383 - CITY ROAD CREM ACCESS (Q00006)	NOV 2011	NOV 2012	Approved - Active	22	26					48
Q00006 - PROVISION OF DISABLED ACCESS	APR 2010	MAR 2014	Approved - Active		270					270
EMERGENCY RISK MITIGATION										
94414 - REIGNHEAD FARM EMERG REPAIRS (Q00003)	JUL 2012	OCT 2012	Approved - Active	70	2					71
97891 - CITY ROAD BELL TOWER (Q000003)	APR 2012	SEP 2012	Approved - Active	145	65					210
^OTHER INFRASTRUCTURE										
94132 - CITY CENTRE PAVING	SEP 2010	MAR 2014	Approved - Active	116	10					126
^OTHER										
90020 - VOLUNTARY REGISTRATION	JUN 2013	MAR 2015	Approved - Active		216	259				475
90025 - LOCALITY HUB STRATEGY	APR 2013	APR 2014	Approved - Active		414	7				421
92356 - MILLENIUM GALLERY LIFE CYCLE	APR 2010	MAR 2015	Approved - Active	343	160	60				563
92439 - INVESTMENT IN RATIONALISATION	JUN 2011	OCT 2013	Approved - Active	14	37					51
92444 - TOTLEY SPORTS PAVILLION	JUL 2011	OCT 2013	Approved - Active	190	7					197
93976 - ASBESTOS REMOVAL	APR 2010	MAR 2014	Approved - Active	65	29					94
94412 - FIRERISK ASSESSMENT PROGRAMME (Q00004)	APR 2010	OCT 2013	Approved - Active	45	163					208

RESOURCES PORTFOLIO

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RESOURCES

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
94459 - MILLHOUSES MILL BUILDINGS	MAY 2012	JAN 2014	Approved - Active	114	14					128
97899 - PATH RESURFACING PROGRAMME (Q00007)	APR 2010	MAR 2015	Approval Requested	252	30	174				456
Q00065 - CBTWoodhouse/Tannery Lodge	APR 2012	MAR 2014	Approved - Active		450					450
^ROOF RENEWAL										
90139 - KELHAM ISLAND MUSEUM ROOF (Q00073)	MAY 2013	MAR 2015	Approved - Active		80	56				136
90142 - ABBEYFIELD HOUSE ROOF (Q00001)	SEP 2013	SEP 2014	Approved - Active		168	20				188
90143 - CITY ROAD CEMETERY ROOF (Q00073)	JAN 2014	DEC 2014	Approval Requested		7	123				130
90144 - ABBEYDALE IND HAM-STRUCT DEF (Q00003)	DEC 2013	DEC 2014	Approved - Active		148	8				156
97976 - HUTCLIFFE WOOD ROOF (Q00001)	JUN 2011	OCT 2011	Approved - Active	93	6					99
^FIRE SAFETY MANAGEMENT										
90017 - FIRE STRATEGY WORKS	JAN 2013	JUL 2014	Approved - Active	13	325	12				350
90027 - STANIFORTH-DARNALL FRA WORKS (Q00073)	DEC 2013	MAR 2015	Approval Requested		1,060	40				1,100
^ALLOTMENT INVESTMENT										
90024 - ALLOTMENT INVESTMT PROG 13-14 (Q00002)	APR 2013	MAR 2014	Approved - Active		50					50
Q00002 - ALLOTMENTS INVESTMENT PROGRAMME	APR 2010	MAR 2014	Approved - Active		50					50
^COUNCIL PROP ESTATE										
90018 - COMMERCIAL ESTATE INVESTMENT	NOV 2012	OCT 2013	Approved - Active	88	15					103
COMMUNITY BLDS TEAM										
COMMUNITY BLDS TEAM										
97941 - CBT WINCOBANK COMMUNITY BLDG	APR 2012	MAR 2015	Approval Requested	39	42	196				276
Q00021 - COMMUNITY BLDS MAINT/BACKLOG/H&S	APR 2006	MAR 2015	Approval Requested		40	246				286
^LIBRARIES										
^LIBRARIES										
90114 - CENTRAL LIBRARY ROOF (Q00010)	FEB 2011	OCT 2013	Approved - Active	136	2					138
94362 - BROOMHILL LIBRARY	JAN 2012	DEC 2014	Approved - Active	0	300					300
Q00010 - CENTRAL LIBRARY	APR 2010	MAR 2014	Approved - Active		124					124
ASBESTOS SCHEMES										
ASBESTOS SCHEMES										
ASBESTOS SCHEMES										
Q00050 - ASBESTOS SCHEMES	APR 2011	MAR 2014	Approved - Active		150					150
HEALTH & SAFETY COMPLIANCE										
HEALTH & SAFETY COMPLIANCE										
HEALTH & SAFETY COMPLIANCE										
HEALTH & SAFETY COMPLIANCE										
Q00073 - HEALTH & SAFETY COMPLIANCE	DEC 2012	MAR 2015	Approval Requested		928	1,886				2,814
Total				6,209	15,109	3,853	-	-	-	25,171

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CHILDREN, YOUNG PEOPLE & FAMILIES

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
^BASIC NEED PROVISION										
^CAPITAL DELIVERY UNIT										
^PRIMARY POPULATION GROWTH										
^EXTENSION										
Q00061 - Basic Need - Popn Growth - Phs 2	APR 2011	MAR 2016	Approved - Active		-	4,884	2,000			6,884
^PRIMARY POPULATION GROWTH 2										
^EXTENSION										
90678 - POP'N GROWTH PHS 2 - F&DESIGN	JAN 2008	MAR 2014	Approved - Active	176	184					360
^MAINLINE PROGRAMME										
^CAPITAL PROGRAMME										
^DEVELOPMENT										
90731 - NEW PMY - NORTH EAST 1 (Q00061)	NOV 2012	DEC 2014	Approved - Active	5	3,625	2,150				5,780
90732 - NEW PMY - NORTH EAST 2 (Q00061)	NOV 2012	DEC 2014	Approved - Active	5	3,565	1,980				5,550
90748 - NEW PRIMARY NORTH EAST (3) (Q00061)	NOV 2013	SEP 2014	Approved - Active		30					30
^BSF										
^CAPITAL DELIVERY UNIT										
^WAVE 4										
^REFURB										
90615 - BENTS GREEN	NOV 2009	MAY 2014	Approval Requested	13,414	194					13,608
90618 - FIR VALE EXPANSION	AUG 2010	MAR 2014	Approval Requested	4,624	48					4,672
90619 - PARKWOOD	APR 2010	MAR 2014	Approval Requested	19,788	(86)					19,703
90620 - KING EDWARDS (UP)	APR 2010	MAR 2014	Approval Requested	19,792	174					19,966
90622 - CITY	APR 2010	MAR 2014	Approval Requested	23,228	438					23,666
90623 - STOCKSBRIDGE	APR 2010	APR 2014	Approval Requested	18,924	603					19,527
90624 - BIRLEY	MAY 2010	MAR 2014	Approval Requested	19,241	537					19,778
90625 - HANDSWORTH GRANGE	OCT 2010	MAR 2014	Approval Requested	11,763	3,756					15,519
90626 - NOTRE DAME	MAR 2011	MAR 2014	Approval Requested	9,290	4,021					13,311
90627 - ADD'L PUPIL PLACES(SECONDARY)	MAR 2011	MAR 2015	Approved - Active	467	1,072	1,419				2,958
^FEES										
^FEES										
90613 - SCC INTERNAL PROG. COSTS - W4	JAN 2010	NOV 2014	Approval Requested	3,407	292	100	14	24	18	3,799
90614 - LEP BUSINESS PLAN - W4	MAR 2010	MAR 2018	Approval Requested	1,429	279	124				1,888
90639 - SCC CONTRACT COSTS - W4	JAN 2008	APR 2018	Approval Requested	2,143	1,105	979	249	130	150	4,757
^NEW BUILD										
^NEW BUILD										
90617 - MYERS GROVE	JAN 2010	SEP 2013	Approval Requested	29,710	(15)					29,695
90621 - BRADFIELD	APR 2010	MAR 2014	Approval Requested	2,605	94					2,700
^CAPITAL MAINTENANCE										
^P&FM CAPITAL SCHEME										
^PRIMARY PRIORITISATION PROG										
^REFURB										
^REFURB										
90685 - PMY MAINT.STRUCT -CLASP (Q00060)	SEP 2011	MAR 2013	Approved - Active	224	56					280

CYPF PORTFOLIO

CHILDREN, YOUNG PEOPLE & FAMILIES

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
90686 - PMY MAINT. BMG (Q00060)	JUL 2011	OCT 2013	Approved - Active	926	74					1,000
90689 - PMY MAINT.HEATING -HALFWAY JR (Q00060)	AUG 2011	OCT 2013	Approved - Active	562	1					563
90690 - PMY MAINT.ELEC -GREYSTONES (Q00060)	AUG 2011	OCT 2013	Approved - Active	443	23					466
90691 - PMY MAINT. EMERGENCY WORKS (Q00060)	JUL 2011	OCT 2013	Approved - Active	265	135					400
90692 - PMY MAINT. CONDITION MGT (Q00060)	JUL 2011	OCT 2013	Approved - Active	1,014	166					1,181
90717 - PMY MAINT. HEATING -LYDGATE J (Q00060)	APR 2012	MAR 2013	Approved - Active	543	370					913
90718 - PMY MAINT. REWIRE-DORE PR (Q00060)	APR 2012	MAR 2013	Approved - Active	938	22					960
90719 - PMY MAINT. - WINDOW PROG (Q00060)	APR 2013	MAR 2014	Approved - Active	113	387					500
90720 - PMY MAINT. - ROOF PROG (Q00060)	APR 2013	MAR 2014	Approved - Active		500					500
90721 - PMY MAINT -KITCHENS -HUCKLOW (Q00060)	JUL 2012	MAR 2014	Approved - Active	156	34					189
90722 - PMY MAINT. -WCS (Q00060)	APR 2012	MAR 2014	Approved - Active	298	160					459
90723 - PMY MAINT.HM&E -ABBEY LANE (Q00060)	JUL 2012	MAR 2014	Approved - Active	411	645					1,056
90724 - PMY MAINT.HEATING -DOBCROFT J (Q00060)	JUL 2012	MAR 2015	Approved - Active	11	481	7				500
90725 - PMY MAINT.ELEC - HALLAM PMY (Q00060)	JUL 2012	MAY 2013	Approved - Active	115	636	9				760
90728 - PMY MAINT -KITCHENS -RIVELIN (Q00060)	JUL 2012	OCT 2013	Approved - Active	217	25					242
90730 - CAP MAINT - RADON EXTRACTION	SEP 2012	APR 2014	Approval Requested	17	-	33				50
90738 - PMY MAINT. HEATING - BANKWOOD (Q00060)	APR 2013	MAR 2015	Approved - Active		749					749
90739 - PMY MAINT. HEATING-PHILLIMORE (Q00060)	APR 2013	MAR 2014	Approved - Active		619	8				628
90740 - PMY MAINT STRUCT-PHILLIMORE (Q00060)	APR 2013	MAR 2014	Approved - Active		296	4				300
90741 - PMY MAINT ELEC - WISEWOOD (Q00060)	APR 2013	APR 2014	Approved - Active		380	5				385
90742 - PMY MAINT ELEC - LIMPSFIELD (Q00060)	APR 2013	APR 2014	Approved - Active		405	7				411
90743 - FRA WORKS PROGRAMME (Q00060)	APR 2013	MAR 2014	Approved - Active		950					950
90750 - NORFOLK COMMUNITY HEATING (Q00060)	DEC 2013	NOV 2014	Approval Requested		208	10				218
90754 - CARFIELD PRIMARY BOILER REPLAC (Q00060)	NOV 2013	JAN 2014	Approval Requested		240					240
Q00060 - Building Maintenance -Primary Prioritisation Pgm	APR 2011	MAR 2016	Approved - Active	-	-		4,369			4,369
^CAPITAL DELIVERY UNIT										
^PRIMARY CAPITAL PROGRAMME										
^EXTENSION										
90430 - OWLER BROOK PCP	APR 2009	MAR 2014	Approved - Active	3,656	94					3,750
^NEW BUILD										
90547 - WOOLLEY WOOD NEW BUILD	JAN 2010	MAR 2014	Approved - Active	7,323	27					7,350
^MAINLINE PROGRAMME										
^REFURB										
90479 - POST IMPLEMENTATION	APR 2010	MAR 2014	Approved - Active	269	2					270
^CHILDRENS COMMISSIONER										
^SPECIAL EDUCATIONAL NEEDS										
^CYP OTHER SCHEMES										
^EQUIPMENT										
90548 - SCHOOLS ACCESS INITIATIVE	APR 2010	MAR 2014	Approved - Active	1,263	149					1,411
^SHORT BREAKS FOR CHILDREN										
^CHILDRENS COMMISSIONER										
^CYP OTHER SCHEMES										
AHDC										
90694 - SHORT BREAKS	SEP 2011	MAR 2014	Approved - Active	104	329					433
^OTHER CYP SCHEMES										

CHILDREN, YOUNG PEOPLE & FAMILIES

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
^P&FM CAPITAL SCHEME										
^SERVICE DISTRICTS										
^REFURB										
90407 - SHARROW JUNIOR SCHOOL (Q00054)	DEC 2010	DEC 2014	Approved - Active	479	21					500
^CAPITAL DELIVERY UNIT										
^MAINLINE PROGRAMME										
^CYP OTHER SCHEMES										
^INFRASTRUCTURE										
90352 - HIGHWAYS - FORGE VALLEY	APR 2010	MAR 2014	Approved - Active	2,416	371					2,787
^CHILDREN & FAMILIES										
^CYP OTHER SCHEMES										
^DEMOLITIONS										
90705 - WISEWOOD SCHOOL DEMOLITION	SEP 2011	APR 2014	Approved - Active	141	26					167
90706 - TALBOT SCHOOL DEMOLITION	SEP 2011	MAR 2014	Approved - Active	111	8					118
^CHILDRENS COMMISSIONER										
^CYP OTHER SCHEMES										
^INVEST TO SAVE										
90704 - FOSTER CARER HOUSING ENHANCE	SEP 2011	APR 2015	Approved - Active	122	678	400				1,200
^CAPITAL RECEIPT										
^CAPITAL DELIVERY UNIT										
^MAINLINE PROGRAMME										
^CYP OTHER SCHEMES										
^INFRASTRUCTURE										
90361 - BSF PH1 - INFRASTRUCTURE	JAN 2008	MAR 2014	Approved - Active	3,706	331					4,037
^EQUIPMENT										
90672 - WISEWOOD SPORT CENTRE (Q00053)	NOV 2010	MAR 2014	Approved - Active	200	15					215
^DEVOLVED FORMULA CAPITAL										
^CAPITAL DELIVERY UNIT										
^MAINLINE PROGRAMME										
^CYP OTHER SCHEMES										
90448 - SF DEVOLVED CAPITAL 2011-12	APR 2011	MAR 2017	Approved - Active	6,194	2,753	2,454				11,402
^SINGLE CAPITAL POT										
^P&FM CAPITAL SCHEME										
^CHILDREN'S HOMES										
^REFURB										
90555 - CHILDRENS HOMES	APR 2010	OCT 2013	Approved - Active	505	106					611
^MAINLINE PROGRAMME										
^CYP OTHER SCHEMES										
^REFURB										
90554 - ASBESTOS REMOVAL	APR 2010	OCT 2013	Approved - Active	1,509	1					1,509
^CAPACITY, PLANNING & DEVELOPM										
^MAINLINE PROGRAMME										
^CAPITAL PROGRAMME										
^DEVELOPMENT										

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CHILDREN, YOUNG PEOPLE & FAMILIES

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
^DEVELOPMENT										
90713 - PPG2 - HILLSBOROUGH PRIMARY (Q00061)	JAN 2012	SEP 2012	Approved - Active	649	11					660
90714 - PPG2 - ACRES HILL PMY (Q00061)	DEC 2011	MAR 2014	Approved - Active	76	409					485
90715 - PPG2 - OUGHTIBRIDGE PMY (Q00061)	MAY 2013	OCT 2013	Approved - Active	0	413					414
90729 - TINSLEY JNR INTERNAL REMODEL (Q00061)	APR 2013	FEB 2014	Approved - Active		210					210
90733 - INTAKE PMY - MOBILE REPLACE	DEC 2012	MAR 2014	Approved - Active		229					261
90734 - NORFOLK PARK PMY REPLACEMENT	APR 2013	SEP 2015	Approved - Active	32	1,314	2,764	152			4,230
90735 - STANNINGTON I MOBILE REPLACE	APR 2013	OCT 2014	Approved - Active		130					130
90736 - HUNTERS BAR - MOBILE REPLACE (Q00060)	MAY 2013	NOV 2013	Approved - Active		630					630
90737 - GLEADLESS PRIMARY - REBUILD (Q00061)	JUN 2013	SEP 2014	Approved - Active		460	1,840				2,300
90746 - GREYSTONES EXPANSION (Q00061)	NOV 2013	SEP 2014	Approved - Active		30					30
90747 - HALLAM RECONFIGURATION (Q00061)	NOV 2013	SEP 2014	Approved - Active		30					30
90749 - WYBOURN EXPANSION (Q00061)	NOV 2013	SEP 2014	Approved - Active		30					30
90751 - STOCKSBRIDGE - MOBILE REPLACE (Q00060)	JAN 2014	SEP 2014	Approved - Active		40	260				300
90752 - NETHER GREEN - MOBILE REPLACE (Q00060)	JAN 2014	SEP 2014	Approved - Active		24	166				190
90753 - LONGLEY - TWO CLASSROOM EXTN (Q00061)	JAN 2014	SEP 2014	Approved - Active		40	360				400
^OTHER CAPITAL SCHEMES										
^MECHANICAL										
^MECHANICAL										
90709 - H,M & E DESIGN	NOV 2011	MAR 2014	Approved - Active	332	318					650
^UNALLOCATED										
^MECHANICAL										
^MECHANICAL										
94461 - PMY MAINT HEATING -STRADBROKE	JAN 2012	MAR 2014	Approved - Active	951	262					1,212
^LOCAL DELIVERY										
^CHILDRENS COMMISSIONER										
^EXTENDED SCHOOLS										
^NEW BUILD										
LOCAL GROWTH FUND PROJECTS										
90716 - GRACE OWEN NURSERY	MAR 2012	AUG 2014	Approval Requested	27	31	837				895
^CYP OTHER SCHEMES										
^CYP OTHER SCHEMES										
^OTHER										
90744 - FEL CAPITAL (Q00075)	SEP 2013	MAR 2014	Approved - Active		1,035					1,035
Total				216,328	38,036	20,799	6,784	154	168	282,269

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COMMUNITIES

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
^LEARNING DISABILITIES										
^P&FM CAPITAL SCHEME										
^ESTATES STRATEGY										
ESTATES STRATEGY										
97041 - SHORT BREAKS CO-LOCATION	JUN 2012	OCT 2013	Approved - Active	85	15					100
COMMUNITY SERVICES										
^LIBRARIES										
^LIBRARIES										
^LIBRARIES										
93939 - PARSON CROSS LIBRARY PROJECT	APR 2008	MAR 2014	Approved - Active	2,392	47					2,439
CARE AND SUPPORT										
^CARE & SUPPORT										
^PERFORMANCE & RESOURCES										
PERFORMANCE & RESOURCES										
97037 - ICT INFRASTRUCTURE (Q00013)	JAN 2009	MAR 2015	Approved - Active	1,548	500	195				2,243
97044 - MOBILE WORKING SOLUTIONS (Q00013)	MAY 2013	MAR 2015	Approved - Active		743	296				1,039
97045 - SAP PROJECT (Q00013)	JUL 2013	SEP 2014	Approved - Active		363	96				459
^CC CAPITAL SCHEMES										
CC CAPITAL SCHEMES										
^OTHER CAPITAL SCHEMES										
^OTHER SCHEMES										
CC CAPITAL SCHEMES										
97051 - HURLFIELD VIEW EXTENSION	AUG 2013	MAR 2015	Approved - Active		125	175				300
97054 - BOLEHILL/NORBURY DEMOLITIONS	NOV 2013	MAY 2014	Approved - Active		120					120
^CARE & SUPPORT										
^OTHER CAPITAL SCHEMES										
^OTHER SCHEMES										
CC CAPITAL SCHEMES										
97042 - PCT/SCC-RECONFIG.ACCOMM.STRAT	SEP 2012	SEP 2014	Approved - Active	155	230					385
Total				4,025	2,068	992	-	-	-	7,085

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PLACE

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
^REGENERATION & DEVELOPMENT SE										
^PLANNING										
^ENVIRONMENTAL PLANNING SCHEME										
^ENVIRONMENTAL PLANNING SCHEME										
^ENVIRONMENTAL PLANNING SCHEME										
92628 - MOSBORO NATURE TRAIL	NOV 2012	MAR 2014	Approved - Active		14					14
92633 - HEELEY DEVELOPMENT TRUST 681	JAN 2012	OCT 2013	Approved - Active		20					20
^OTHER PLANNING SCHEMES										
^OTHER PLANNING SCHEMES										
94456 - SPITAL HILL PUBLIC ART	NOV 2011	MAR 2014	Approved - Active	13	69					82
^OTHER PLANNING SCHEMES										
^OTHER PLANNING SCHEMES										
^OTHER										
94098 - WESTFIELD SPORTS VILLAGE	OCT 2012	MAR 2014	Approval Requested	36	(13)					23
LOCAL GROWTH FUND PROJECTS										
92448 - FORMER NORTON AERODROME	APR 2013	MAR 2016	Approval Requested		450	191	110			750
^CITY DEVELOPMENT										
^OTHER CDD SCHEMES										
^OTHER CDD SCHEMES										
LOCAL GROWTH FUND PROJECTS										
94008 - CASTLEGATE SYPTE ACQUISITION	JAN 2012	DEC 2016	Approval Requested	416	-	84				500
^CDD DEVELOPMENT										
^OTHER CDD SCHEMES										
^OTHER CDD SCHEMES										
94004 - MOOR PUBLIC REALM PHASE 2	JAN 2009	JUN 2014	Approved - Active	2,111	467					2,579
94005 - CIQ PUBLIC REALM	JUN 2011	OCT 2012	Approved - Active	856	20					875
94006 - SHEFFIELD LDV FLOOD DEFENCE	NOV 2011	OCT 2013	Approved - Active	233	168					401
94010 - LDV FLOOD DEFENCE WORKS	JUL 2013	MAR 2019	Approved - Active		641	5,387	1,272			7,300
94011 - DARNALL CENTRE PRI	JAN 2014	JUL 2014	Approval Requested		4	38				42
94326 - EDWARD STREET	JAN 2009	OCT 2013	Approved - Active	977	259					1,237
94327 - SCAFP 1B	JAN 2010	SEP 2012	Approved - Active	655	(5)					650
94418 - CONNECT PEDESTRIAN SIGNS	DEC 2010	MAR 2013	Approved - Active	18	33					51
LOCAL GROWTH FUND PROJECTS										
94007 - SPITAL HILL ELLESMERE GREEN	MAR 2012	JUN 2014	Approval Requested	79	601	261				942
^BUSINESS STRATEGY & REG										
^ENVIRONMENTAL REGULATIONS										
^WASTE MGT										
^WASTE MGT										
97981 - BEIGHTON LANDFILL EMERG MIT	AUG 2011	APR 2014	Approved - Active	51	99					150
CAPITAL & MAJOR PROJECTS										
^P&FM CAPITAL SCHEME										
^DEMOLITIONS										
^DEMOLITIONS										
90012 - CASTLE MARKET DECOMMISSIONING	JAN 2013	OCT 2016	Approved - Active	1	879	2,868	654			4,402
Q00046 - Demolitions	APR 2010	MAR 2015	Approved - Active		-	111				111

PLACE

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
^MOOR MARKETS										
^MOOR MARKETS										
^MOOR MARKET										
90126 - MOOR MARKET SERVICE YARD	SEP 2011	MAR 2015	Approved - Active	292	486	12				789
94402 - NEW MARKET DEVELOPMENT	MAR 2012	MAR 2015	Approved - Active	5,495	11,720	21				17,237
^ASSET ENHANCEMENT										
^ASSET RATIONALISATION										
^ASSET RATIONALISATION										
90011 - ABBEY-BANNERDALE ASSETENHANCE (Q00070)	SEP 2012	MAR 2014	Approved - Active	59	211					270
90013 - FORMER KING ECBERT'S SCHOOL (Q00070)	DEC 2012	MAR 2014	Approved - Active	91	89					180
90015 - WESTFIELD ASSET ENHANCEMENT	JAN 2013	MAR 2014	Approved - Active	44	232					276
90016 - OWLTHORPE ASSET ENHANCEMENT	JAN 2013	MAR 2015	Approved - Active	32	196	221				449
90019 - BANNERDALE ASSETENHANCE	DEC 2012	JUN 2014	Approved - Active	25	876	373				1,273
Q00070 - NON OFFICE ASSET RATIONALISATION	MAR 2012	MAR 2014	Approved - Active		158					158
^OFFICE ACCOMMODATION										
^OFFICE ACCOM EFFICIENCIES										
^OFFICE ACCOM EFFICIENCIES										
^ASSET RATIONALISATION										
90029 - BANNERDALE SERVICE RELOCATION	DEC 2013	MAR 2014	Approved - Active		200					200
NEW RETAIL QUARTER										
^NRQ										
NEW RETAIL QUARTER										
NEW RETAIL QUARTER										
94439 - NEW RETAIL QUARTER CPO	APR 2011	MAR 2014	Approved - Active	4,888	5,112					10,000
^ASSET MANAGEMENT PLANS										
^ASSET RATIONALISATION										
^ASSET RATIONALISATION										
^MGT & SUPPORT										
90031 - CIP FEASIBILITY & DESIGN	APR 2014	MAR 2016	Approval Requested	-		77	23			100
^CULTURE & ENVIRONMENT										
CITY CENTRE MANAGEMENT										
^OTHER										
^OTHER										
94120 - M1 GATEWAY PUBLIC ART PROJECT	MAR 2014	SEP 2016	Approval Requested		15	135	285	65		500
94457 - WOMEN OF STEEL	OCT 2011	SEP 2015	Approval Requested	25	53	5				82
^BEREAVEMENT SERVICES										
^OTHER										
^OTHER										
91515 - HG ABATE HUTCLIFFE WOOD (Q00047)	JAN 2011	OCT 2014	Approved - Active	2,117	27					2,145
^COM OF SPORT/CULTURAL TRUSTS										
^LEISURE ACTIVITIES										
^SPORT STRATEGY										
^SIV FACILITIES										
94100 - SLC DEMOLITION (Q00005)	APR 2013	MAR 2015	Approved - Active		105	49				105
94101 - DVS DEMOLITION (Q00005)	APR 2013	JUN 2014	Approved - Active		201	500				250
94105 - GRAVES NCSEM PROJECT (Q00005)	APR 2014	MAR 2016	Approval Requested		-		500			1,000

PLACE

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
94106 - DVS ASSET ENHANCEMENT (Q00005)	NOV 2013	MAR 2014	Approved - Active		332					332
^OTHER OPERATORS										
94102 - RE-OPENING OF WOODBOURN (Q00005)	APR 2013	DEC 2013	Approved - Active		345					345
94104 - ACTIVE NORTH PROJECT	NOV 2013	JAN 2016	Approval Requested		80	2,500	4,520			7,100
^CULTURE										
^SHEF THEATRES TRUST										
94103 - LYCEUM CAPITAL REFURBISHMENT	APR 2014	MAR 2015	Approved - Active		-	500				500
^PARKS & COUNTRYSIDE										
^PLAYBUILDER										
^PLAYBUILDER Y2										
^CORE										
93982 - CHAPELTOWN PARK PLAYGROUND	NOV 2009	AUG 2012	Approved - Active	214	10					224
93986 - BURNGREAVE REC PLAYBUILDER	MAY 2009	MAR 2014	Approved - Active	312	7					319
93992 - RIVELIN VALLEY PLAYBUILDER	APR 2012	MAR 2014	Approval Requested	284	26					310
^OTHER PARKS PROJECTS										
^OTHER PARKS PROJECTS										
SHEPHERD WHEEL										
93930 - SHEPHERD WHEEL	MAR 2008	OCT 2013	Approved - Active	1,057	32					1,089
^DEVELOPMENT										
93402 - LOWFIELD PRO FIT	APR 2013	MAR 2014	Approved - Active		116					116
93413 - BRADWAY OPEN SPACE	JAN 2013	APR 2014	Approved - Active		15					15
94378 - SHEAF VALLEY PARK / SOUTH ST	MAY 2010	OCT 2013	Approved - Active	923	79					1,001
94380 - MANOR FIELDS TODDLER PLAY	AUG 2011	APR 2013	Approved - Active	5	91	51				146
94451 - MANOR FIELDS UPLIFT PROJECT	SEP 2011	MAR 2014	Approved - Active	4	20					24
94453 - MANOR FIELDS KICKABOUT AREA	SEP 2011	OCT 2013	Approved - Active		9					9
94470 - URBAN NATURE PARKS	OCT 2013	APR 2019	Approval Requested		58	303	389			750
94471 - DOUGLAS ROAD	NOV 2013	APR 2014	Approved - Active		25					25
97946 - PARKWOOD SPRINGS CYCLE TRACK	APR 2011	OCT 2013	Approved - Active	110	4					114
^CHARITABLE										
93981 - NORFOLK PARK DRAINAGE SCHEME	JAN 2008	AUG 2012	Approved - Active	245	65					310
^CORE										
91568 - TREE MANAGEMENT	APR 2008	MAR 2014	Approved - Active	772	8					780
93401 - GRAVES PARK INCLUSIVE PLAY	JUN 2010	APR 2014	Approved - Active	239	11					250
93404 - ARBOURTHORNE PLAYGROUND	JAN 2012	JUN 2013	Approved - Active	48	95					143
93408 - ENDCLIFFE PARKOUR	JUL 2013	AUG 2015	Approved - Active		15	23				38
93409 - ECCLESFIELD PARK PLAYGROUND	AUG 2012	JUN 2014	Approved - Active		25					25
93410 - ANGRAM BANK PARK IMPROVEMENTS	AUG 2012	JUN 2015	Approved - Active		-	39				39
93411 - RUSKIN PARK IMPROVEMENTS	OCT 2012	JUL 2013	Approved - Active	5	12					17
93412 - CROOKES VALLEY PARKS	FEB 2013	MAY 2014	Approved - Active		60	7				67
94000 - SCHOOL PLAYGROUND PROGRAMME	APR 2011	OCT 2013	Approved - Active	320	10					330
94121 - WINCOBANK HILL PHASE 1	JAN 2010	MAR 2017	Approved - Active	32	15	1	1	1		50
94390 - WOODLAND MGMT FOR BIRDS EM	JUL 2010	MAR 2014	Approved - Active	102	24					126
94391 - WOODLAND MGMT FOR BIRDS YH	JUL 2010	MAR 2015	Approved - Active	69	18	14				101
94415 - MEERSBROOK PARK MUGA	APR 2011	OCT 2013	Approved - Active	105	1					105
94464 - HACKENTHORPE SKATE & BMX	AUG 2012	OCT 2013	Approved - Active	3	43					46
94465 - HOLLINSEND MUGA	SEP 2012	DEC 2013	Approval Requested	10	85					94
94466 - WOODLANDS S106	JUL 2013	NOV 2014	Approved - Active		42	21				63
94468 - CHELSEA PARK IMPROVEMENTS	SEP 2013	MAY 2014	Approved - Active		4	15				19
94469 - WINCOBANK HILL PHASE 2	OCT 2013	NOV 2014	Approved - Active		17	50				67

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PLACE PORTFOLIO

PLACE

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
97896 - FIRTH PARK BOATING LAKE	JUN 2010	OCT 2013	Approved - Active	233	10					243
97947 - DARNALL NEIGHBOURHOOD PARK	JAN 2011	OCT 2013	Approved - Active	138	9					147
LOCAL GROWTH FUND PROJECTS										
94397 - PARK HILL GREEN LINKS	NOV 2012	JUN 2015	Approved - Active	17	181	154	30			381
94463 - CLAY WOOD GREEN LINKS	SEP 2012	JUN 2015	Approved - Active	35	239	196	42			513
ESTATES STRATEGY										
97895 - NIAGARA WEIR LANDSCAPING	MAY 2010	JUN 2011	Approved - Active	49	4					53
CREATIVE SHEFFIELD										
^LEGI										
^LEGI										
^LEGI										
90117 - MDC - ALISON CRESCENT	APR 2010	OCT 2013	Approved - Active	967	1,533					2,500
90118 - ANNS GROVE (Q00021)	DEC 2011	DEC 2013	Approved - Active	445	510					955
Total				25,256	27,669	14,208	7,827	66	-	75,026

Housing Programme

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
^REGENERATION & DEVELOPMENT SE										
HOUSING STRATEGY CAPITAL										
^COMMISSIONED CAPITAL SCHEMES										
^REGENERATION										
^LIVING WITH NATURE (CHS)										
97573 - LWN - GRAMMER STREET	JUL 2011	JUN 2014	Approved - Active		3					3
97574 - LWN - PHILADELPHIA GARDENS	JUL 2011	JUN 2014	Approved - Active		15					15
97575 - LWN - JERICHO STREET	JUL 2011	JUN 2014	Approved - Active		2					2
97576 - LWN - EDWARD STREET	JUL 2011	JUN 2014	Approved - Active		2					2
^CITY WIDE										
97398 - PARK GRANGE DRIVE DEMOLITION	APR 2011	MAR 2014	Approved - Active	5	74					79
^SOUTH										
97271 - SWAN COMMISSIONED	JAN 2008	JUN 2014	Approval Requested	3,123	313	108				3,544
97294 - PARKHILL DEMOLITION SHM (STH)	APR 2008	MAR 2017	Approved - Active	2,617	317	242	114	114		3,404
97412 - BALFOUR (Q00069)	APR 2012	MAR 2015	Approved - Active		30	845				875
97413 - SWEENY (Q00069)	JUN 2012	MAR 2016	Approved - Active	26	75	153	153			406
97414 - ARBOURTHORNE 5M'S REFURB (Q00069)	APR 2013	MAR 2018	Approved - Active		467	1,803	1,074	898		4,242
97435 - LTE'S REPAIRS AND REFURB CHS	AUG 2013	MAR 2015	Approval Requested		10	471				481
^VULNERABLE PEOPLE										
^COMMUNITY CARE & SUPPORT										
97267 - IMPROVING ACCESS TO MTG ROOM	APR 2010	MAR 2018	Approval Requested	630	149	55	200	200	200	1,434
^HMR										
^NORTH										
97226 - SKINNERTHORPE SHM (EAST)	MAR 2008	MAR 2014	Approved - Active	7,290	152					7,443
^SOUTH										
97295 - ARBOURTHORNE 5M'S SHM (STH)	APR 2008	MAR 2014	Approved - Active	2,092	(0)					2,092
^RETAINED CAPITAL SCHEMES										
^OTHER SCHEMES										
^PROGRAMME MANAGEMENT COSTS										
97321 - PROGRAMME MANAGEMENT COSTS GF	JAN 2008	MAR 2019	Approval Requested	10,165	590	498	498	196	392	12,339
97348 - HRA PROGRAMME MANAGEMENT	JAN 2008	MAR 2019	Approval Requested	2,222	605	605	605	605	1,210	5,852
^REGENERATION										
LOCAL GROWTH FUND PROJECTS										
97241 - CHAUCER PUBLIC REALM	APR 2010	JUL 2014	Approved - Active	237	564					801
97429 - LTE'S PURCHASE & REPAIR	APR 2013	MAR 2015	Approval Requested		484	1,943				2,426
97433 - DARNALL SHOP FRONTS	MAR 2014	MAR 2015	Approved - Active		30	270				300
97437 - SPITAL HILL SHOP FRONTS	NOV 2013	MAR 2015	Approval Requested		30	270				300
^CITY WIDE										
97282 - PARK HILL (STH)	JAN 2009	MAR 2015	Approval Requested	9,591	326	121				10,037
97341 - CENTRALISED CLEARED SITES	JAN 2008	MAR 2016	Approved - Active	101	1					102
97434 - CROSS HOUSE ENABLING WORK	JUL 2013	SEP 2013	Approved - Active		3					3
97550 - COUNCIL HOMES NEW BUILD PROG	APR 2013	MAR 2015	Approval Requested		2,118	1,382				3,500
^NORTH										
90136 - CHAUCER SQUARE MAINTENANCE	JAN 2009	DEC 2030	Approved - Active	16	18	18	18	18	350	438
97038 - CHAUCER PS ACTIVATION	NOV 2011	MAR 2014	Approved - Active	12	23					35
97279 - CHAUCER PUBLIC ARTS	APR 2011	JUL 2014	Approved - Active	19	95					114
97974 - PARK GRANGE DRIVE DEMOS	APR 2012	MAR 2014	Approved - Active	3	18					21

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Housing Programme

Values in £'000s	Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
^SOUTH										
97340 - SWAN	JAN 2008	MAR 2015	Approval Requested	7,957	541	79				8,576
97350 - ARBOURTHORNE 5MS	APR 2013	MAR 2018	Approved - Active		515	2,606	1,871	1,731		6,723
97365 - NORFOLK PARK COMMUNITIES INITI	APR 2010	MAR 2015	Approval Requested	5	-	29				34
HOUSING RETAINED SCHEMES BUDGETS										
Q00067 - HOUSING RETAINED SCHEMES BUDGETS	APR 2011	MAR 2019	Approval Requested			4,108	14,741	10,786	30,523	60,159
^VULNERABLE PEOPLE										
^COMMUNITY CARE & SUPPORT										
97334 - DISABLED GRANTS	JAN 2008	MAR 2019	Approval Requested	14,503	1,994	1,614	1,400	1,400	2,800	23,711
^ENERGY & DISTRICT HEATING										
^ENERGY & ENVIRNOMENTAL INITIA										
92825 - CNG REFUELLING INFRASTRUCTURE	NOV 2011	MAR 2014	Approved - Active	63	149	214				211
93022 - PLUGGED IN (SOUTH) YORKSHIRE	MAY 2012	MAR 2015	Approval Requested		96					310
^AFFORDABLE WARMTH										
97426 - LOW CARBON PIONEER CITIES	OCT 2012	MAR 2014	Approved - Active	185	43					227
97430 - FUEL POVERTY PROJECT	JAN 2013	MAR 2014	Approved - Active	139	199					338
97432 - ENERGY PROGRAMME - GREEN DEAL	JAN 2008	MAR 2015	Approved - Active		145	355				500
^HMR										
^NORTH										
97211 - SKINNERTHORPE SCC (EAST)	APR 2008	MAR 2014	Approved - Active	6,738	35					6,773
^SOUTH										
97217 - TINSLEY CENTRE	JAN 2008	MAR 2014	Approved - Active	1,105	6					1,110
97315 - CASTLEBECK SAFE AND SECURE	JAN 2008	MAR 2014	Approved - Active	275	54					329
^SHEFFIELD PSH PROGRAMME										
97200 - HOUSE CONDITION SURVEY	APR 2009	MAR 2015	Approved - Active	119	-	100				219
97222 - PSH EMPTY PROPERTIES	JAN 2008	MAR 2019	Approval Requested	1,105	117	198	120	120	240	1,900
97333 - MINOR WORK GRANTS	JAN 2008	MAR 2019	Approval Requested	715	215	429	250	250	500	2,358
97390 - PSH WORKS IN DEFAULT	APR 2010	MAR 2015	Approval Requested	21	11	90				122
^DELEGATED CAPITAL SCHEMES										
^VULNERABLE PEOPLE										
^COMMUNITY CARE & SUPPORT										
97371 - SHELTERED LIFTS NEW INSTALL	JAN 2008	MAR 2017	Approved - Active	536	-	99				634
^ADAPTATIONS										
97147 - ADAPTATIONS	APR 2010	MAR 2019	Approval Requested	37,102	2,055	2,151	2,025	2,025	4,300	49,657
^OTHER INVESTMENT IN COUNCIL H										
^COMMUNITY CARE & SUPPORT										
97131 - ALMO ASBESTOS SURVEYS	APR 2010	MAR 2019	Approval Requested	5,901	257	250	210	210	430	7,258
97269 - EMERGENCY DEMOLITIONS	JAN 2008	MAR 2019	Approval Requested	478	80	80	50	50	100	838
Q00069 - HRA Capital Projects (Non DH)	APR 2011	MAR 2019	Approval Requested	-	-	2,188	24,596	28,777	69,785	125,346
^HEATING PROGRAMME										
97127 - OBSOLETE HEATING	APR 2010	MAR 2019	Approval Requested	15,009	4,500	6,500	5,500	5,500	6,300	43,309
97264 - HEALTH & SAFETY ENHANCE PROG	APR 2010	MAR 2019	Approval Requested	2,763	148	150	150	150	300	3,661
97404 - HEATING BREAKDOWNS (Q00069)	APR 2012	MAR 2019	Approval Requested	1,998	1,800	1,800	1,800	1,800	2,000	11,198
97405 - INSULATION (COUNCIL HSG) (Q00069)	APR 2012	MAR 2019	Approval Requested	68	50	250	1,007	1,000	1,825	4,200
97406 - NEW HEATING INSTALLATIONS (Q00069)	APR 2012	MAR 2018	Approved - Active	167	230	474	473	473	473	2,291
97409 - RECYCLING ROLL-OUT (Q00069)	SEP 2012	JUN 2014	Approved - Active	390	153					543
97416 - COMM HTG - PIPEWORK RENEWAL (Q00069)	APR 2013	MAR 2016	Approved - Active		-	375				375
97417 - COMM HTG - PLANT ROOMS (Q00069)	MAY 2013	MAR 2015	Approval Requested		176	39				215
97418 - PITCHED ROOFING & ROOFLINE (Q00069)	JUL 2013	MAR 2019	Approved - Active		32	10,549	19,476	18,227	26,548	74,832

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Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
97419 - FLAT ROOFING (Q00069)	APR 2013	MAR 2019	Approved - Active		40	2,573	3,251	2,674	30	8,568
97427 - CORNHILL CONCIERGE	SEP 2012	MAR 2014	Approved - Active	-	201					201
97438 - GOING LOCAL - NORTH WEST CCTV	NOV 2013	MAR 2015	Approval Requested		15	57				72
97838 - COMPARTMENTALISATION - FS	APR 2010	MAR 2017	Approval Requested	142	769	830	1,751	1,350		4,842
97968 - LIFT MAINTENANCE & REPAIR	APR 2011	MAR 2019	Approval Requested	768	350	350	350	350	750	2,918
97989 - SPRINKLERS - FIRE SAFETY (Q00069)	JUL 2013	MAR 2015	Approved - Active		10	1,366				1,376
^DECENT HOMES										
^ENERGY & ENVIRNOMENTAL INITIA										
97830 - EP NORTH AREA	APR 2010	MAR 2016	Approved - Active	361	12	294	1			667
97831 - EP NORTH WEST	APR 2010	MAR 2016	Approval Requested	441	467	205	0			1,113
97832 - EP EAST	APR 2010	MAR 2016	Approval Requested	142	42	711	0			895
97833 - EP CENTRAL	APR 2010	MAR 2016	Approved - Active	374	4	90	450			917
97834 - EP SOUTH EAST	APR 2010	MAR 2016	Approved - Active	455	57	661	333			1,506
97835 - EP SOUTH WEST	APR 2010	MAR 2016	Approved - Active	1,437	57	307	1			1,803
97836 - EP SHELTERED	APR 2010	MAR 2016	Approved - Active	84	93	35	0			211
97837 - EP DOOR ENTRY WORKS	APR 2010	MAR 2016	Approved - Active	23	20	20	45			107
^DECENT HOMES										
97114 - DH COMMUNITY HEATING	APR 2010	MAR 2014	Approved - Active	8,460	(0)					8,460
97126 - SHARROW ALMO WORKS	JAN 2008	MAR 2015	Approval Requested	70,009	3,500	100				73,609
97139 - LANSDOWNE AND HANOVER CLADDING	JAN 2008	MAR 2015	Approval Requested	11,571	1,379	50				13,000
97263 - DECENT HOMES VACANTS WORK	JAN 2008	MAR 2014	Approved - Active	13,505	162					13,667
97266 - LEASEHOLDER CHARGES	APR 2010	MAR 2016	Approved - Active	1,574	485	181	178			2,417
97956 - SPRINGWATER HOUSE (Q00045)	APR 2011	MAR 2017	Approved - Active	1,681	162					1,843
97959 - NEWGATE CLOSE (Q00045)	JAN 2008	MAR 2017	Approved - Active	888	379					1,267
97961 - DH - METERING (Q00045)	JUN 2011	MAR 2017	Approval Requested	33	261	2,289	2,300	878		5,761
97962 - DH - UTILITIES (Q00045)	APR 2011	MAR 2015	Approved - Active	349	350	11				710
97963 - DIGITAL CALL OFF CONTRACT (Q00045)	APR 2011	MAR 2014	Approved - Active	181	8					189
97966 - PARK VIEW (Q00045)	APR 2011	MAR 2017	Approved - Active	1,311	155					1,466
^EAST										
97808 - STREAM 2-K27, K29 & K30	JAN 2008	MAR 2015	Approved - Active	3,778	16					3,794
97958 - EAST - BURNGREAVE (Q000045)	APR 2011	MAR 2014	Approved - Active	2,558	1,096					3,654
^NORTH										
97977 - NORTH - NEW PARSON CROSS (Q00045)	APR 2011	MAR 2015	Approved - Active	1,359	11,165					12,524
97979 - DH WORKS - NON ESTATE PROP (Q00045)	APR 2011	MAR 2014	Approved - Active	397	163					560
^SOUTH										
97400 - SOUTH EAST (SH) (Q00045)	APR 2012	MAR 2014	Approved - Active	2,701	1,391					4,093
97402 - DH KINSEY ROAD (Q00045)	APR 2012	MAR 2014	Approval Requested	1,314	479					1,793
97403 - DH ERNEST COPLEY (Q00045)	APR 2012	MAR 2014	Approval Requested	735	184					919
97957 - SOUTH WEST - ABBEY BROOK (Q00045)	APR 2011	MAR 2014	Approved - Active	2,353	1,475					3,828
HOMES & LOANS										
HOMES & LOANS										
^RING FENCED FUNDS HAL										
97394 - HULL - HUMBER SUB REGION HAL	JAN 2008	MAR 2015	Approval Requested	438	402	535				1,375
97395 - NE LINCS - SUB REGION HAL	APR 2010	MAR 2014	Approved - Active	216	230					445
97428 - SHEFFIELD HAL	OCT 2012	MAR 2014	Approved - Active		80					80
^RHB LOANS										
97150 - RHB LOANS HAL	JAN 2008	MAR 2016	Approval Requested	1,740	175	575				2,490
^WEST YORKSHIRE RF RHB LOANS										
97355 - BRADFORD - WY SUB REGION HAL	APR 2010	MAR 2015	Approval Requested	210	51	150				411

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Housing Programme

Values in £'000s	Project Start	Project End	Approval Status	Expenditure		2014-2015	2015-2016	2016-2017	2017-	Total
				Prior Year Actual	Current Year Outturn					
^EMPTY PROPERTY LOANS										
97501 - EP LOANS HULL	APR 2013	MAR 2015	Approved - Active		100	100				200
97502 - EP NORTH EAST LINC	APR 2013	MAR 2015	Approved - Active		250	122				372
Total				267,078	46,345	55,119	84,991	79,783	149,057	682,373

HOUSING

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TRANSPORT & HIGHWAYS

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
^TRANSPORT & HIGHWAYS										
^STREETS AHEAD CLIENT										
^HIGHWAYS MAINTENANCE										
^HIGHWAYS MAINTENANCE										
^BRIDGES AND STRUCTURES										
94351 - WOODSEATS RD RAILWAY GR RECON	JAN 2009	SEP 2012	Approval Requested	1,438	184					1,622
^TTAPS										
^GENERAL TRANSPORT & HIGHWAYS										
^ROAD SAFETY										
^SCHOOL SAFETY SCHEMES										
93655 - MONTENEY PRIM SCL, WORDSWORTH	MAR 2011	OCT 2013	Approved - Active	12	85					97
^GENERAL TRANSPORT & HIGHWAYS										
^GENERAL TRANSPORT & HIGHWAYS										
90708 - ATTERCLIFFE HGV SIGNING	SEP 2011	MAR 2014	Approved - Active		19					19
93363 - NIRR ARCHAEOLOGY	AUG 2012	MAR 2015	Approved - Active	50	50	50				150
93860 - PARKING ENFORCEMENT EQUIPMENT	OCT 2013	MAR 2014	Approved - Active		142					142
97988 - CCTV PARKING ENFORCEMENT	JUN 2012	MAR 2014	Approved - Active	165	130					295
^LTP DEVELOPMENT AND MANAGEMEN										
93104 - STREETS AHEAD OPPS SE SHEFFIELD	APR 2013	MAR 2014	Approved - Active		150					150
93105 - STREETS AHEAD OPPS NW SHEFFIELD	JUN 2013	MAR 2014	Approved - Active		150					150
93106 - STREETS AHEAD OPPS SW SHEFFIELD	JUN 2013	MAR 2014	Approved - Active		150					150
93350 - STREETS AHEAD OPPORTUNITIES	AUG 2012	OCT 2013	Approved - Active	11	114					125
93370 - STREETS AHEAD RELATED CYCLING PROG	JUL 2013	MAR 2018	Approval Requested		100					100
^STRATEGIC CYCLING										
90703 - BLACKBURN VALLEY CYCLE ROUTE	OCT 2011	OCT 2013	Approved - Active	208	86					294
92913 - LITTLE DON LINK (CYCLE ROUTE)	NOV 2013	MAR 2015	Approved - Active		40	410				450
^STRATEGIC PUBLIC TRANSPORT										
^ECCLESALL ROAD SMART ROUTE										
97986 - TRAFFIC CONTROLLER UPGRADES (Q00062)	JAN 2012	OCT 2013	Approved - Active	46	44					90
^BETTER BUSES										
^BETTER BUSES										
^PUBLIC TRANSPORT (LOCAL)										
93110 - BB2 CHESTERFIELD RD KBR	DEC 2013	DEC 2017	Approved - Active		843					843
93111 - BB2 NORTH SHEFFIELD 2 KBR	DEC 2013	DEC 2017	Approved - Active		50					50
93112 - BB2 SHEFFIELD GLEADLESS KBR	DEC 2013	DEC 2017	Approved - Active		245					245
93114 - BB2 PENISTONE ROAD KBR	DEC 2013	DEC 2017	Approved - Active		50					50
93116 - PENISTONE RD PINCH POINT	NOV 2013	JUN 2015	Approved - Active		383	3,508	40			3,931
^COUNTYWIDE LTP SCHEMES										
^CONGESTION & NETWK MAN										
SYITS										
93356 - SYITS ANPR OPN & DEV	SEP 2011	MAR 2014	Approved - Active	181	199					380
^QUALITY OF LIFE										
^CYCLING ACTION PLAN										
92903 - LOWER DON VALLEY CYCLE ROUTE	NOV 2012	MAR 2015	Approved - Active	15	110	225				350
93364 - HANDSWORTH-WAVERLY CYCLE LINK	JUL 2012	MAR 2014	Approved - Active	1	49					50
^SAFER ROADS										
^WORST FIRST EDUC & TRAINING										

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TRANSPORT & HIGHWAYS

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
93024 - SAFETY CAMERAS A61	JAN 2011	OCT 2013	Approved - Active	1	2					3
^CYCLING ACTION PLAN										
93349 - LTP CYCLE PARKING	NOV 2011	MAR 2015	Approved - Active	46	29					75
^SHEFFIELD LOCAL TRANS PLAN										
^ROAD SAFETY										
^ACCIDENT SAVING SCHEMES										
92769 - ACCIDENT SAVINGS SCHEMES	APR 2012	MAR 2014	Approval Requested	828	100					928
93661 - PO WALES RD/MAINRD/GREENLAND J	APR 2012	OCT 2013	Approved - Active	10	76					86
^DANGER REDUCTION SCHEMES										
94438 - RS AUDITS & SCHEME COMPLETION	APR 2011	OCT 2013	Approved - Active	250	52					301
^INNOVATIVE TRAFFIC CALMING										
93632 - SCHOOL KEEP CLEAR REVIEW (Q00062)	APR 2012	MAR 2014	Approval Requested		223					223
97985 - CITYWIDE 20MPH ZONE (Q00062)	APR 2012	MAR 2015	Approval Requested	138	300					438
^SCHOOL SAFETY SCHEMES										
93351 - CHAUCER SCHOOL WORDSWORTH AVE	APR 2012	MAR 2014	Approved - Active		160					160
93354 - GREENHILL SCH GREENHILL PKY	APR 2012	OCT 2013	Approved - Active		13					13
^ACCESSIBILITY										
^PUBLIC RIGHTS OF WAY										
91662 - PUBLIC RIGHTS OF WAY	APR 2011	MAR 2014	Approved - Active	348	110					458
^GENERAL TRANSPORT & HIGHWAYS										
93095 - TAXI RANK IMPROVEMENTS	JAN 2008	MAR 2014	Approval Requested	70	24					94
STREETS AHEAD ENHANCEMENTS										
93043 - ZONE A04	APR 2013	MAR 2014	Approval Requested		240					240
93044 - ZONE A05	APR 2013	MAR 2014	Approval Requested		25					25
93045 - ZONE A11	APR 2013	APR 2014	Approval Requested		100					100
93046 - ZONE B17	APR 2013	MAR 2015	Approval Requested		10	60				70
93047 - ZONE B57	APR 2013	MAR 2014	Approval Requested		24					24
93048 - ZONE A08 ACCESSIBILITY	SEP 2013	DEC 2014	Approval Requested		129	40				169
93049 - ZONE A06 ACCESSIBILITY	SEP 2013	DEC 2014	Approval Requested		30					30
93050 - NE ACCESSIBILITY	OCT 2013	MAR 2018	Approval Requested		16	125				141
93052 - SE ACCESSIBILITY	OCT 2013	MAR 2018	Approval Requested		16	125				141
93053 - SW ACCESSIBILITY	OCT 2013	MAR 2018	Approval Requested		16	125				141
^CYCLING ACTION PLAN										
92741 - PENISTONE RD, LIVESEY-LOWTHER	JAN 2008	OCT 2013	Approved - Active	238	195					432
92872 - HANOVER WAY(CYCLE RING ROUTE)	OCT 2012	OCT 2013	Approved - Active	31	105					136
93656 - N D TRAIL - UPPER DON WALK	JUL 2011	OCT 2013	Approved - Active	192	27					220
^SUSTAINABLE MODES OF TRAVEL										
94400 - SUSTAINABLE MODES OF TRAVEL (Q00037)	APR 2012	OCT 2013	Approved - Active	88	15					103
^COMMUNITY ASSEMBLIES LTP										
^NORTHERN										
92712 - COMMUNITY ASS - NORTH	JAN 2010	OCT 2013	Approved - Active	304	18					322
^NORTH EAST										
92713 - COMMUNITY ASS - NORTH EAST	JAN 2010	OCT 2013	Approved - Active	421	39					460
^CENTRAL										
92711 - COMMUNITY ASS - CENTRAL	JAN 2010	OCT 2013	Approved - Active	316	17					333
^EAST										
92714 - COMMUNITY ASS - EAST	JAN 2010	OCT 2013	Approved - Active	417	138					555
^SOUTH EAST										
92708 - COMMUNITY ASS - SOUTH EAST	APR 2009	OCT 2013	Approved - Active	415	42					457

TRANSPORT & HIGHWAYS

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
^SOUTH										
92709 - COMMUNITY ASS - SOUTH	JAN 2010	OCT 2013	Approved - Active	398	74					472
^SOUTH WEST										
92710 - COMMUNITY ASS - SOUTH WEST	JAN 2010	OCT 2013	Approved - Active	378	37					415
^CONGESTION (LOCAL)										
^DRIVING ME CRAZY SCHEMES										
94449 - DMC-PARKWAY	APR 2012	MAR 2014	Approved - Active	87	7					94
^PERMIT PARKING SCHEMES										
94144 - NORTH GEN HOSP PER PARK SCHEME	JAN 2013	DEC 2013	Approved - Active	21	29					50
^MISCELLANEOUS										
^LTP OTHER INITIATIVES										
94445 - BN962 BUS AGREEMENT	JUN 2011	MAR 2015	Approved - Active	141	473	132				745
^MAJOR SCHEMES LTP										
^PENISTONE ROAD SMART ROUTE										
92746 - UPPERTHORPE & NETH'PPP SCHEME	JAN 2009	OCT 2013	Approved - Active	221	46					268
^BUS RAPID TRANSIT (NORTH)										
93887 - BRT NORTH	JAN 2008	SEP 2015	Approved - Active	2,120	2,973					5,093
^STRATEGIC CONGESTION										
^CHESTERFIELD ROAD CONGESTION										
94310 - A61 CHESTERFIELD RD ROUTE PI	JAN 2011	OCT 2014	Approval Requested	81	39					120
^MEADOWHALL ROAD CONGESTION TA										
97982 - HGV ROUTING STRATEGY (Q00062)	JUL 2011	MAR 2014	Approved - Active	81	107					188
^MIDDLEWOOD ROAD CONGESTION TA										
92846 - PERMIT PARKING: HILLSBOROUGH	JAN 2008	OCT 2013	Approved - Active	336	70					406
^STRATEGIC PUBLIC TRANSPORT										
^ECCLESALL ROAD SMART ROUTE										
94177 - ECC RD SMART RT-PHASE 1 CAM RI	MAR 2012	OCT 2013	Approved - Active	92	22					114
94180 - ECC RD SMART RT-PH 3-BENTS GR	JAN 2008	OCT 2013	Approved - Active	65	44					109
94181 - ECC RD SMART RT-PH 4-MOORE ST	JAN 2009	OCT 2013	Approved - Active	253	133					386
94185 - ECC RD SMART RT-PH 8-RUST-NEIL	JAN 2008	OCT 2013	Approved - Active	59	44					103
^SHEFFIELD TO WOODHOUSE KEY RO										
94202 - KEY BUS RTE: SHEFF-WOODHOUSE	JUL 2012	MAR 2015	Approved - Active	22	549	1,290				1,861
^MANCHESTER ROAD CONG TARGET										
94311 - A57 MCESTER/NILEST/CRRDPEDIMP	JAN 2012	DEC 2014	Approved - Active	69	101	176				346
^STRATEGIC ACCESSIBILITY										
^STRATEGIC CYCLING										
93399 - PEAK PARK ANNIVY ROUTE XINGS	JUL 2012	APR 2014	Approved - Active	0	30					30
93557 - SUSTRANS:CONN2-HALFWAY-KILL	JAN 2009	MAR 2014	Approval Requested	1,989	40					2,029
^CONGESTION & NETWK MAN										
^SYITS CONTROL SYSTEMS										
93877 - DON VALLEY SYITS	FEB 2013	MAR 2015	Approved - Active	47	130	80				257
^PERMIT PARKING SCHEMES										
93358 - OPTIO ORANGE: CITY TO HALFWAY	APR 2012	MAR 2014	Approved - Active	27	849					876
94366 - ST VINCENT PPS SCHEME	APR 2012	MAR 2014	Approved - Active	10	6					16
T&H 2+ LANES										
93357 - 2+ LANES	NOV 2011	OCT 2013	Approved - Active	7	73					80
^BETTER BUSES										
RELOCATEABLE CAMERA ENFORCEMEN										
92904 - ATERCLFE RD CLEARWAY CHANGES	OCT 2012	OCT 2013	Approved - Active		23					23

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TRANSPORT & HIGHWAYS

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
92907 - CHESTERFIELD RD CLEARWAY CHG'S	JUN 2012	JUN 2014	Approved - Active	0	59					60
92910 - ABBEYDALE RD CLEARWAY CHANGES	MAR 2013	MAR 2014	Approved - Active		38					38
92912 - MANC RD/GLOSSOP RD ENFORCEMEN	APR 2013	MAR 2014	Approved - Active		35					35
93425 - RELOCATABLE CAMERA ENFORCEMNT	APR 2012	MAR 2014	Approved - Active	69	104					173
93426 - BOSTON STREET BUS GATE	JAN 2012	OCT 2013	Approved - Active	1	49					50
93427 - SOUTH LANE BUS GATE	JAN 2012	OCT 2013	Approved - Active	5	143					148
^LOC SUST TRANS FUND (LSTF)										
^LOC SUST TRANS FUND (LSTF)										
93359 - MALIN BRIDGE_JOBCONNECTOR	AUG 2012	MAR 2015	Approval Requested	8	158	1				167
LTP Integrated Transport 2012/13										
LTP Integrated Transport 2012/13										
Q00071 - LTP Integrated Transport 2012/13	APR 2012	OCT 2013	Approved - Active		29					29
Total				12,827	12,177	6,347	40	-	-	31,391

TRANSPORT and HIGHWAYS Programme

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Summary of 2014/15 Capital Projects by Strategic Outcomes

Draft 2014-15 Approved Capital Programme

Values in £'000s	Prior Years Actual	Expenditure					Total
		2013-2014	2014-2015	2015-2016	2016-2017	2017-	
Better Health & Wellbeing	53,238	6,070	4,757	3,425	3,425	7,100	78,014
A Great Place To Live	245,755	71,795	62,541	84,855	74,546	140,132	679,624
Infrastructure	5,010	15,508	3,921	-	-	-	24,439
Competitive City	10,352	8,160	6,816	2,279	1,000	1,825	30,432
Successful Children & Young People	216,328	38,036	20,799	6,784	154	168	282,269
Safe & Secure Communities	1,005	1,575	196	-	-	-	2,776
Tackling Poverty/ Increasing Social Justice	33	261	2,289	2,300	878	-	5,761
Total	531,722	141,405	101,319	99,642	80,003	149,225	1,103,316

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Programme: **BETTER HEALTH & WELLBEING**

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
97037 - ICT INFRASTRUCTURE (Q00013)	JAN 2009	MAR 2015	Approval Requested	1,548	500	195				2,243
97041 - SHORT BREAKS CO-LOCATION	JUN 2012	OCT 2013	Approved - Active	85	15					100
97042 - PCT/SCC-RECONFIG.ACCOMM.STRAT	SEP 2012	SEP 2014	Approval Requested		155	230				385
97044 - MOBILE WORKING SOLUTIONS (Q00013)	MAY 2013	MAR 2015	Approval Requested		743	296				1,039
97045 - SAP PROJECT (Q00013)	JUL 2013	SEP 2014	Approved - Active		363	96				459
97051 - HURLFIELD VIEW EXTENSION	AUG 2013	MAR 2015	Approval Requested		125	175				300
97054 - BOLEHILL/NORBURY DEMOLITIONS	NOV 2013	MAY 2014	Approved - Active		120					120
97147 - ADAPTATIONS	APR 2010	MAR 2019	Approval Requested	37,102	2,055	2,151	2,025	2,025	4,300	49,657
97334 - DISABLED GRANTS	JAN 2008	MAR 2019	Approval Requested	14,503	1,994	1,614	1,400	1,400	2,800	23,711
Total				**53,238**	**6,070**	**4,757**	**3,425**	**3,425**	**7,100**	**78,014**

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Programme: **A GREAT PLACE TO LIVE**

Values in £'000s	Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
90012 - CASTLE MARKET DECOMMISSIONING	JAN 2013	OCT 2016	Approved - Active	1	879	2,868	654			4,402
90024 - ALLOTMENT INVESTMT PROG 13-14 (Q00002)	APR 2013	MAR 2014	Approved - Active		50					50
90026 - ANNS GROVE YOUTH FACILITIES (Q00021)	JAN 2008	JAN 2014	Approved - Active		250					250
90029 - BANNERDALE SERVICE RELOCATION	DEC 2013	MAR 2014	Approved - Active		200					200
90031 - CIP FEASIBILITY & DESIGN	APR 2014	MAR 2016	Approval Requested		-					100
90114 - CENTRAL LIBRARY ROOF (Q00010)	FEB 2011	OCT 2013	Approved - Active	136	2	77	23			138
90126 - MOOR MARKET SERVICE YARD	SEP 2011	MAR 2015	Approved - Active	292	486	12				789
90136 - CHAUCER SQUARE MAINTENANCE	JAN 2009	DEC 2030	Approved - Active	16	18	18	18	18	350	438
90139 - KELHAM ISLAND MUSEUM ROOF (Q00073)	MAY 2013	MAR 2015	Approved - Active		80	56				136
90142 - ABBEYFIELD HOUSE ROOF (Q00001)	SEP 2013	SEP 2014	Approved - Active		168	20				188
90143 - CITY ROAD CEMETERY ROOF (Q00073)	JAN 2014	DEC 2014	Approval Requested		7	123				130
90144 - ABBEYDALE IND HAM-STRUCT DEF (Q00003)	DEC 2013	DEC 2014	Approved - Active		148	8				156
90703 - BLACKBURN VALLEY CYCLE ROUTE	OCT 2011	OCT 2013	Approved - Active	208	86					294
91515 - HG ABATE HUTCLIFFE WOOD (Q00047)	JAN 2011	OCT 2014	Approved - Active	2,117	27					2,145
91568 - TREE MANAGEMENT	APR 2008	MAR 2014	Approved - Active	772	8					780
91662 - PUBLIC RIGHTS OF WAY	APR 2011	MAR 2014	Approved - Active	348	110					458
92444 - TOTLEY SPORTS PAVILLION	JUL 2011	OCT 2013	Approved - Active	190	7					197
92448 - FORMER NORTON AERODROME	APR 2013	MAR 2016	Approval Requested		450	191	110			750
92628 - MOSBORO NATURE TRAIL	NOV 2012	MAR 2014	Approved - Active		14					14
92633 - HEELEY DEVELOPMENT TRUST 681	JAN 2012	OCT 2013	Approved - Active		20					20
92708 - COMMUNITY ASS - SOUTH EAST	APR 2009	OCT 2013	Approved - Active	415	42					457
92709 - COMMUNITY ASS - SOUTH	JAN 2010	OCT 2013	Approved - Active	398	74					472
92710 - COMMUNITY ASS - SOUTH WEST	JAN 2010	OCT 2013	Approved - Active	378	37					415
92711 - COMMUNITY ASS - CENTRAL	JAN 2010	OCT 2013	Approved - Active	316	17					333
92712 - COMMUNITY ASS - NORTH	JAN 2010	OCT 2013	Approved - Active	304	18					322
92713 - COMMUNITY ASS - NORTH EAST	JAN 2010	OCT 2013	Approved - Active	421	39					460
92714 - COMMUNITY ASS - EAST	JAN 2010	OCT 2013	Approved - Active	417	138					555
92741 - PENISTONE RD, LIVESEY-LOWTHER	JAN 2008	OCT 2013	Approved - Active	238	195					432
92746 - UPPERTHORPE & NETH'PPP SCHEME	JAN 2009	OCT 2013	Approved - Active	221	46					268
92769 - ACCIDENT SAVINGS SCHEMES	APR 2012	MAR 2014	Approval Requested	828	100					928
92846 - PERMIT PARKING: HILLSBOROUGH	JAN 2008	OCT 2013	Approval Requested	336	70					406
92872 - HANOVER WAY(CYCLE RING ROUTE)	OCT 2012	OCT 2013	Approved - Active	31	105					136
92903 - LOWER DON VALLEY CYCLE ROUTE	NOV 2012	MAR 2015	Approved - Active	15	110	225				350
92904 - ATERCLFE RD CLEARWAY CHANGES	OCT 2012	OCT 2013	Approved - Active		23					23
92907 - CHESTERFIELD RD CLEARWAY CHG'S	JUN 2012	JUN 2014	Approved - Active	0	59					60
92910 - ABBEYDALE RD CLEARWAY CHANGES	MAR 2013	MAR 2014	Approved - Active		38					38
92912 - MANC RD/GLOSSOP RD ENFORCEMEN	APR 2013	MAR 2014	Approved - Active		35					35
92913 - LITTLE DON LINK (CYCLE ROUTE)	NOV 2013	MAR 2015	Approval Requested		40	410				450
93024 - SAFETY CAMERAS A61	JAN 2011	OCT 2013	Approved - Active	1	2					3
93043 - ZONE A04	APR 2013	MAR 2014	Approval Requested		240					240
93044 - ZONE A05	APR 2013	MAR 2014	Approval Requested		25					25
93045 - ZONE A11	APR 2013	APR 2014	Approval Requested		100					100
93046 - ZONE B17	APR 2013	MAR 2015	Approval Requested		10	60				70
93047 - ZONE B57	APR 2013	MAR 2014	Approval Requested		24					24

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Values in £'000s

Project	Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
								Expenditure		
93048 - ZONE A08 ACCESSIBILITY	SEP 2013	DEC 2014	Approval Requested		129	40				169
93049 - ZONE A06 ACCESSIBILITY	SEP 2013	DEC 2014	Approval Requested		30					30
93050 - NE ACCESSIBILITY	OCT 2013	MAR 2018	Approval Requested		16	125				141
93052 - SE ACCESSIBILITY	OCT 2013	MAR 2018	Approval Requested		16	125				141
93053 - SW ACCESSIBILITY	OCT 2013	MAR 2018	Approval Requested		16	125				141
93095 - TAXI RANK IMPROVEMENTS	JAN 2008	MAR 2014	Approval Requested	70	24					94
93104 - STREETS AHEAD OPPS SE SHEFFIELD	APR 2013	MAR 2014	Approved - Active		150					150
93105 - STREETS AHEAD OPPS NW SHEFFIELD	JUN 2013	MAR 2014	Approved - Active		150					150
93106 - STREETS AHEAD OPPS SW SHEFFIELD	JUN 2013	MAR 2014	Approved - Active		150					150
93110 - BB2 CHESTERFIELD RD KBR	DEC 2013	DEC 2017	Approval Requested		843					843
93111 - BB2 NORTH SHEFFIELD 2 KBR	DEC 2013	DEC 2017	Approval Requested		50					50
93112 - BB2 SHEFFIELD GLEADLESS KBR	DEC 2013	DEC 2017	Approval Requested		245					245
93114 - BB2 PENISTONE ROAD KBR	DEC 2013	DEC 2017	Approval Requested		50					50
93116 - PENISTONE RD PINCH POINT	NOV 2013	JUN 2015	Approved - Active		383	3,508	40			3,931
93349 - LTP CYCLE PARKING	NOV 2011	MAR 2015	Approved - Active	46	29					75
93350 - STREETS AHEAD OPPORTUNITIES	AUG 2012	OCT 2013	Approved - Active	11	114					125
93351 - CHAUCER SCHOOL WORDSWORTH AVE	APR 2012	MAR 2014	Approved - Active		160					160
93354 - GREENHILL SCH GREENHILL PKY	APR 2012	OCT 2013	Approved - Active		13					13
93356 - SYITS ANPR OPN & DEV	SEP 2011	MAR 2014	Approved - Active	181	199					380
93357 - 2+ LANES	NOV 2011	OCT 2013	Approved - Active	7	73					80
93358 - OPTIO ORANGE: CITY TO HALFWAY	APR 2012	MAR 2014	Approved - Active	27	849					876
93359 - MALIN BRIDGE JOBCONNECTOR	AUG 2012	MAR 2015	Approval Requested	8	158	1				167
93363 - NIRR ARCHAEOLOGY	AUG 2012	MAR 2015	Approved - Active	50	50	50				150
93364 - HANDSWORTH-WAVERLY CYCLE LINK	JUL 2012	MAR 2014	Approved - Active	1	49					50
93370 - STREETS AHEAD RELATED CYCLING PROG	JUL 2013	MAR 2018	Approval Requested		100					100
93399 - PEAK PARK ANNIV'Y ROUTE XINGS	JUL 2012	APR 2014	Approved - Active	0	30					30
93401 - GRAVES PARK INCLUSIVE PLAY	JUN 2010	APR 2014	Approved - Active	239	11					250
93402 - LOWFIELD PRO FIT	APR 2013	MAR 2014	Approved - Active		116					116
93404 - ARBOURTHORNE PLAYGROUND	JAN 2012	JUN 2013	Approved - Active	48	95					143
93408 - ENDCLIFFE PARKOUR	JUL 2013	AUG 2015	Approved - Active		15	23				38
93409 - ECCLESFIELD PARK PLAYGROUND	AUG 2012	JUN 2014	Approved - Active		25					25
93410 - ANGRAM BANK PARK IMPROVEMENTS	AUG 2012	JUN 2015	Approved - Active		-	39				39
93411 - RUSKIN PARK IMPROVEMENTS	OCT 2012	JUL 2013	Approved - Active	5	12					17
93412 - CROOKES VALLEY PARKS	FEB 2013	MAY 2014	Approved - Active		60	7				67
93413 - BRADWAY OPEN SPACE	JAN 2013	APR 2014	Approved - Active		15					15
93425 - RELOCATABLE CAMERA ENFORCEMNT	APR 2012	MAR 2014	Approved - Active	69	104					173
93426 - BOSTON STREET BUS GATE	JAN 2012	OCT 2013	Approved - Active	1	49					50
93427 - SOUTH LANE BUS GATE	JAN 2012	OCT 2013	Approved - Active	5	143					148
93557 - SUSTRANS:CONN2-HALFWAY-KILL	JAN 2009	MAR 2014	Approval Requested	1,989	40					2,029
93632 - SCHOOL KEEP CLEAR REVIEW (Q00062)	APR 2012	MAR 2014	Approval Requested		223					223
93655 - MONTENEY PRIM SCL, WORDSWORTH	MAR 2011	OCT 2013	Approved - Active	12	85					97
93656 - N D TRAIL - UPPER DON WALK	JUL 2011	OCT 2013	Approved - Active	192	27					220
93661 - PO WALES RD/MAINRD/GREENLAND J	APR 2012	OCT 2013	Approved - Active	10	76					86
93860 - PARKING ENFORCEMENT EQUIPMENT	OCT 2013	MAR 2014	Approved - Active		142					142
93877 - DON VALLEY SYITS	FEB 2013	MAR 2015	Approved - Active	47	130	80				257
93887 - BRT NORTH	JAN 2008	SEP 2015	Approved - Active	2,120	2,973					5,093
93930 - SHEPHERD WHEEL	MAR 2008	OCT 2013	Approved - Active	1,057	32					1,089
93939 - PARSON CROSS LIBRARY PROJECT	APR 2008	MAR 2014	Approved - Active	2,392	47					2,439

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Values in £'000s	Project Start	Project End	Approval Status	Expenditure						
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
93981 - NORFOLK PARK DRAINAGE SCHEME	JAN 2008	AUG 2012	Approved - Active	245	65					310
93982 - CHAPELTOWN PARK PLAYGROUND	NOV 2009	AUG 2012	Approved - Active	214	10					224
93986 - BURNGREAVE REC PLAYBUILDER	MAY 2009	MAR 2014	Approved - Active	312	7					319
93992 - RIVELIN VALLEY PLAYBUILDER	APR 2012	MAR 2014	Approval Requested	284	26					310
94000 - SCHOOL PLAYGROUND PROGRAMME	APR 2011	OCT 2013	Approved - Active	320	10					330
94007 - SPITAL HILL ELLESMERE GREEN	MAR 2012	JUN 2014	Approval Requested	79	601	261				942
94008 - CASTLEGATE SYPTE ACQUISITION	JAN 2012	DEC 2016	Approval Requested	416	-	84				500
94098 - WESTFIELD SPORTS VILLAGE	OCT 2012	MAR 2014	Approval Requested	36	(13)					23
94100 - SLC DEMOLITION (Q00005)	APR 2013	MAR 2015	Approval Requested		105					105
94101 - DVS DEMOLITION (Q00005)	APR 2013	JUN 2014	Approved - Active		201	49				250
94102 - RE-OPENING OF WOODBOURN (Q00005)	APR 2013	DEC 2013	Approved - Active		345					345
94104 - ACTIVE NORTH PROJECT	NOV 2013	JAN 2016	Approval Requested		80	2,500	4,520			7,100
94105 - GRAVES NCSEM PROJECT (Q00005)	APR 2014	MAR 2016	Approval Requested		-	500	500			1,000
94106 - DVS ASSET ENHANCEMENT (Q00005)	NOV 2013	MAR 2014	Approval Requested		332					332
94120 - M1 GATEWAY PUBLIC ART PROJECT	MAR 2014	SEP 2016	Approval Requested		15	135	285	65		500
94121 - WINCOBANK HILL PHASE 1	JAN 2010	MAR 2017	Approved - Active	32	15	1	1	1		50
94132 - CITY CENTRE PAVING	SEP 2010	MAR 2014	Approved - Active	116	10					126
94144 - NORTH GEN HOSP PER PARK SCHEME	JAN 2013	DEC 2013	Approved - Active	21	29					50
94177 - ECC RD SMART RT-PHASE 1 CAM RI	MAR 2012	OCT 2013	Approved - Active	92	22					114
94180 - ECC RD SMART RT-PH 3-BENTS GR	JAN 2008	OCT 2013	Approved - Active	65	44					109
94181 - ECC RD SMART RT-PH 4-MOORE ST	JAN 2009	OCT 2013	Approved - Active	253	133					386
94185 - ECC RD SMART RT-PH 8-RUST-NEIL	JAN 2008	OCT 2013	Approved - Active	59	44					103
94202 - KEY BUS RTE: SHEFF-WOODHOUSE	JUL 2012	MAR 2015	Approved - Active	22	549	1,290				1,861
94310 - A61 CHESTERFIELD RD ROUTE PI	JAN 2011	OCT 2014	Approval Requested	81	39					120
94311 - A57 MCESTER/NILEST/CRRDPEDIMP	JAN 2012	DEC 2014	Approved - Active	69	101	176				346
94326 - EDWARD STREET	JAN 2009	OCT 2013	Approved - Active	977	259					1,237
94351 - WOODSEATS RD RAILWAY GR RECON	JAN 2009	SEP 2012	Approval Requested	1,438	184					1,622
94362 - BROOMHILL LIBRARY	JAN 2012	DEC 2014	Approved - Active	0	300					300
94366 - ST VINCENT PPS SCHEME	APR 2012	MAR 2014	Approved - Active	10	6					16
94378 - SHEAF VALLEY PARK / SOUTH ST	MAY 2010	OCT 2013	Approved - Active	923	79					1,001
94380 - MANOR FIELDS TODDLER PLAY	AUG 2011	APR 2015	Approved - Active	5	91	51				146
94383 - CITY ROAD CREM ACCESS (Q00006)	NOV 2011	NOV 2012	Approved - Active	22	26					48
94390 - WOODLAND MGMT FOR BIRDS EM	JUL 2010	MAR 2014	Approved - Active	102	24					126
94391 - WOODLAND MGMT FOR BIRDS YH	JUL 2010	MAR 2015	Approved - Active	69	18	14				101
94397 - PARK HILL GREEN LINKS	NOV 2012	JUN 2015	Approved - Active	17	181	154	30			381
94400 - SUSTAINABLE MODES OF TRAVEL (Q00037)	APR 2012	OCT 2013	Approved - Active	88	15					103
94402 - NEW MARKET DEVELOPMENT	MAR 2012	MAR 2015	Approved - Active	5,495	11,720	21				17,237
94415 - MEERSBROOK PARK MUGA	APR 2011	OCT 2013	Approved - Active	105	1					105
94438 - RS AUDITS & SCHEME COMPLETION	APR 2011	OCT 2013	Approved - Active	250	52					301
94445 - BN962 BUS AGREEMENT	JUN 2011	MAR 2015	Approval Requested	141	473	132				745
94449 - DMC-PARKWAY	APR 2012	MAR 2014	Approved - Active	87	7					94
94451 - MANOR FIELDS UPLIFT PROJECT	SEP 2011	MAR 2014	Approved - Active	4	20					24
94453 - MANOR FIELDS KICKABOUT AREA	SEP 2011	OCT 2013	Approved - Active		9					9
94456 - SPITAL HILL PUBLIC ART	NOV 2011	MAR 2014	Approved - Active	13	69					82
94457 - WOMEN OF STEEL	OCT 2011	SEP 2015	Approval Requested	25	53	5				82
94459 - MILLHOUSES MILL BUILDINGS	MAY 2012	JAN 2014	Approved - Active	114	14					128
94463 - CLAY WOOD GREEN LINKS	SEP 2012	JUN 2015	Approved - Active	35	239	196	42			513
94464 - HACKENTHORPE SKATE & BMX	AUG 2012	OCT 2013	Approved - Active	3	43					46

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Values in £'000s	Project Start	Project End	Approval Status	Expenditure						
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
94465 - HOLLINSEND MUGA	SEP 2012	DEC 2013	Approval Requested	10	85					94
94466 - WOODLANDS S106	JUL 2013	NOV 2014	Approved - Active		42	21				63
94468 - CHELSEA PARK IMPROVEMENTS	SEP 2013	MAY 2014	Approved - Active		4	15				19
94469 - WINCOBANK HILL PHASE 2	OCT 2013	NOV 2014	Approved - Active		17	50				67
94470 - URBAN NATURE PARKS	OCT 2013	APR 2019	Approval Requested		58	303	389			750
94471 - DOUGLAS ROAD	NOV 2013	APR 2014	Approved - Active		25					25
97038 - CHAUCER PS ACTIVATION	NOV 2011	MAR 2014	Approved - Active	12	23					35
97114 - DH COMMUNITY HEATING	APR 2010	MAR 2014	Approved - Active	8,460	(0)					8,460
97126 - SHARROW ALMO WORKS	JAN 2008	MAR 2015	Approved - Active	70,009	3,500					73,609
97127 - OBSOLETE HEATING	APR 2010	MAR 2019	Approval Requested	15,009	4,500	6,500	5,500	5,500	6,300	43,309
97131 - ALMO ASBESTOS SURVEYS	APR 2010	MAR 2019	Approval Requested	5,901	257	250	210	210	430	7,258
97139 - LANSDOWNE AND HANOVER CLADDING	JAN 2008	MAR 2015	Approval Requested	11,571	1,379	50				13,000
97150 - RHB LOANS HAL	JAN 2008	MAR 2016	Approval Requested	1,740	175	575				2,490
97200 - HOUSE CONDITION SURVEY	APR 2009	MAR 2015	Approved - Active	119	-	100				219
97211 - SKINNERTHORPE SCC (EAST)	APR 2008	MAR 2014	Approved - Active	6,738	35					6,773
97217 - TINSLEY CENTRE	JAN 2008	MAR 2014	Approved - Active	1,105	6					1,110
97222 - PSH EMPTY PROPERTIES	JAN 2008	MAR 2019	Approval Requested	1,105	117	198	120	120	240	1,900
97226 - SKINNERTHORPE SHM (EAST)	MAR 2008	MAR 2014	Approved - Active	7,290	152					7,443
97241 - CHAUCER PUBLIC REALM	APR 2010	JUL 2014	Approved - Active	237	564					801
97263 - DECENT HOMES VACANTS WORK	JAN 2008	MAR 2014	Approved - Active	13,505	162					13,667
97264 - HEALTH & SAFETY ENHANCE PROG	APR 2010	MAR 2019	Approval Requested	2,763	148	150	150	150	300	3,661
97266 - LEASEHOLDER CHARGES	APR 2010	MAR 2016	Approved - Active	1,574	485	181	178			2,417
97267 - IMPROVING ACCESS TO MTG ROOM	APR 2010	MAR 2018	Approval Requested	630	149	55	200	200	200	1,434
97269 - EMERGENCY DEMOLITIONS	JAN 2008	MAR 2019	Approval Requested	478	80	80	50	50	100	838
97271 - SWAN COMMISSIONED	JAN 2008	JUN 2014	Approval Requested	3,123	313	108				3,544
97279 - CHAUCER PUBLIC ARTS	APR 2011	JUL 2014	Approved - Active	19	95					114
97282 - PARK HILL (STH)	JAN 2009	MAR 2015	Approval Requested	9,591	326	121				10,037
97294 - PARKHILL DEMOLITION SHM (STH)	APR 2008	MAR 2017	Approved - Active	2,617	317	242	114	114		3,404
97295 - ARBOURTHORNE 5M'S SHM (STH)	APR 2008	MAR 2014	Approved - Active	2,092	(0)					2,092
97315 - CASTLEBECK SAFE AND SECURE	JAN 2008	MAR 2014	Approved - Active	275	54					329
97321 - PROGRAMME MANAGEMENT COSTS GF	JAN 2008	MAR 2019	Approval Requested	10,165	590	498	498	196	392	12,339
97333 - MINOR WORK GRANTS	JAN 2008	MAR 2019	Approval Requested	715	215	429	250	250	500	2,358
97340 - SWAN	JAN 2008	MAR 2015	Approval Requested	7,957	541	79				8,576
97341 - CENTRALISED CLEARED SITES	JAN 2008	MAR 2016	Approved - Active	101	1					102
97348 - HRA PROGRAMME MANAGEMENT	JAN 2008	MAR 2019	Approval Requested	2,222	605	605	605	605	1,210	5,852
97350 - ARBOURTHORNE 5MS	APR 2013	MAR 2018	Approval Requested	515	515	2,606	1,871	1,731		6,723
97355 - BRADFORD - WY SUB REGION HAL	APR 2010	MAR 2015	Approval Requested	210	51	150				411
97365 - NORFOLK PARK COMMUNITIES INITI	APR 2010	MAR 2015	Approval Requested	5	-	29				34
97371 - SHELTERED LIFTS NEW INSTALL	JAN 2008	MAR 2017	Approved - Active	536	-	99				634
97390 - PSH WORKS IN DEFAULT	APR 2010	MAR 2015	Approval Requested	21	11	90				122
97394 - HULL - HUMBER SUB REGION HAL	JAN 2008	MAR 2015	Approval Requested	438	402	535				1,375
97395 - NE LINCS - SUB REGION HAL	APR 2010	MAR 2014	Approved - Active	216	230					445
97398 - PARK GRANGE DRIVE DEMOLITION	APR 2011	MAR 2014	Approved - Active	5	74					79
97400 - SOUTH EAST (SH) (Q00045)	APR 2012	MAR 2014	Approval Requested	2,701	1,391					4,093
97402 - DH KINSEY ROAD (Q00045)	APR 2012	MAR 2014	Approval Requested	1,314	479					1,793
97403 - DH ERNEST COPLEY (Q00045)	APR 2012	MAR 2014	Approval Requested	735	184					919
97404 - HEATING BREAKDOWNS (Q00069)	APR 2012	MAR 2019	Approval Requested	1,998	1,800	1,800	1,800	1,800	2,000	11,198
97406 - NEW HEATING INSTALLATIONS (Q00069)	APR 2012	MAR 2018	Approved - Active	167	230	474	473	473	473	2,291

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Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
97409 - RECYCLING ROLL-OUT (Q00069)	SEP 2012	JUN 2014	Approved - Active	390	153					543
97412 - BALFOUR (Q00069)	APR 2012	MAR 2015	Approved - Active		30	845				875
97413 - SWEENY (Q00069)	JUN 2012	MAR 2016	Approved - Active	26	75	153	153			406
97414 - ARBOURTHORNE 5M'S REFURB (Q00069)	APR 2013	MAR 2018	Approved - Active		467	1,803	1,074	898		4,242
97416 - COMM HTG - PIPEWORK RENEWAL (Q00069)	APR 2013	MAR 2016	Approved - Active		-	375				375
97417 - COMM HTG - PLANT ROOMS (Q00069)	MAY 2013	MAR 2015	Approval Requested		176	39				215
97418 - PITCHED ROOFING & ROOFLINE (Q00069)	JUL 2013	MAR 2019	Approved - Active		32	10,549	19,476	18,227	26,548	74,832
97419 - FLAT ROOFING (Q00069)	APR 2013	MAR 2019	Approved - Active		40	2,573	3,251	2,674	30	8,568
97427 - CORNHILL CONCIERGE	SEP 2012	MAR 2014	Approved - Active	-	201					201
97428 - SHEFFIELD HAL	OCT 2012	MAR 2014	Approved - Active		80					80
97429 - LTE'S PURCHASE & REPAIR	APR 2013	MAR 2015	Approval Requested		484	1,943				2,426
97433 - DARNALL SHOP FRONTS	MAR 2014	MAR 2015	Approved - Active		30	270				300
97434 - CROSS HOUSE ENABLING WORK	JUL 2013	SEP 2013	Approved - Active		3					3
97435 - LTE'S REPAIRS AND REFURB CHS	AUG 2013	MAR 2015	Approval Requested		10	471				481
97437 - SPITAL HILL SHOP FRONTS	NOV 2013	MAR 2015	Approval Requested		30	270				300
97438 - GOING LOCAL - NORTH WEST CCTV	NOV 2013	MAR 2015	Approval Requested		15	57				72
97501 - EP LOANS HULL	APR 2013	MAR 2015	Approved - Active		100	100				200
97502 - EP NORTH EAST LINC	APR 2013	MAR 2015	Approved - Active		250	122				372
97550 - COUNCIL HOMES NEW BUILD PROG	APR 2013	MAR 2015	Approval Requested		2,118	1,382				3,500
97573 - LWN - GRAMMER STREET	JUL 2011	JUN 2014	Approval Requested		3					3
97574 - LWN - PHILADELPHIA GARDENS	JUL 2011	JUN 2014	Approval Requested		15					15
97575 - LWN - JERICHO STREET	JUL 2011	JUN 2014	Approval Requested		2					2
97576 - LWN - EDWARD STREET	JUL 2011	JUN 2014	Approval Requested		2					2
97808 - STREAM 2-K27, K29 & K30	JAN 2008	MAR 2014	Approval Requested	3,778	16					3,794
97830 - EP NORTH AREA	APR 2010	MAR 2016	Approved - Active	361	12	294	1			667
97831 - EP NORTH WEST	APR 2010	MAR 2016	Approval Requested	441	467	205	0			1,113
97832 - EP EAST	APR 2010	MAR 2016	Approval Requested	142	42	711	0			895
97833 - EP CENTRAL	APR 2010	MAR 2016	Approved - Active	374	4	90	450			917
97834 - EP SOUTH EAST	APR 2010	MAR 2016	Approved - Active	455	57	661	333			1,506
97835 - EP SOUTH WEST	APR 2010	MAR 2016	Approved - Active	1,437	57	307	1			1,803
97836 - EP SHELTERED	APR 2010	MAR 2016	Approved - Active	84	93	35	0			211
97837 - EP DOOR ENTRY WORKS	APR 2010	MAR 2016	Approved - Active	23	20	20	45			107
97838 - COMPARTMENTALISATION - FS	APR 2010	MAR 2017	Approval Requested	142	769	830	1,751	1,350		4,842
97891 - CITY ROAD BELL TOWER (Q00003)	APR 2012	SEP 2012	Approved - Active	145	65					210
97895 - NIAGARA WEIR LANDSCAPING	MAY 2010	JUN 2011	Approved - Active	49	4					53
97896 - FIRTH PARK BOATING LAKE	JUN 2010	OCT 2013	Approved - Active	233	10					243
97899 - PATH RESURFACING PROGRAMME (Q00007)	APR 2010	MAR 2015	Approval Requested	252	30	174				456
97946 - PARKWOOD SPRINGS CYCLE TRACK	APR 2011	OCT 2013	Approved - Active	110	4					114
97947 - DARNALL NEIGHBOURHOOD PARK	JAN 2011	OCT 2013	Approved - Active	138	9					147
97956 - SPRINGWATER HOUSE (Q00045)	APR 2011	MAR 2017	Approval Requested	1,681	162					1,843
97957 - SOUTH WEST - ABBEY BROOK (Q00045)	APR 2011	MAR 2014	Approval Requested	2,353	1,475					3,828
97958 - EAST - BURNGREAVE (Q00045)	APR 2011	MAR 2014	Approval Requested	2,558	1,096					3,654
97959 - NEWGATE CLOSE (Q00045)	JAN 2008	MAR 2017	Approval Requested	888	379					1,267
97963 - DIGITAL CALL OFF CONTRACT (Q00045)	APR 2011	MAR 2014	Approved - Active	181	8					189
97966 - PARK VIEW (Q00045)	APR 2011	MAR 2017	Approval Requested	1,311	155					1,466
97968 - LIFT MAINTENANCE & REPAIR	APR 2011	MAR 2019	Approval Requested	768	350	350	350	350	750	2,918
97974 - PARK GRANGE DRIVE DEMOS	APR 2012	MAR 2014	Approval Requested	3	18					21
97976 - HUTCLIFFE WOOD ROOF (Q00001)	JUN 2011	OCT 2011	Approved - Active	93	6					99

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Values in £'000s	Project Start	Project End	Approval Status	Expenditure						
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
97977 - NORTH - NEW PARSON CROSS (Q00045)	APR 2011	MAR 2015	Approval Requested	1,359	11,165					12,524
97979 - DH WORKS - NON ESTATE PROP (Q00045)	APR 2011	MAR 2014	Approved - Active	397	163					560
97981 - BEIGHTON LANDFILL EMERG MIT	AUG 2011	APR 2014	Approved - Active	51	99					150
97982 - HGV ROUTING STRATEGY (Q00062)	JUL 2011	MAR 2014	Approved - Active	81	107					188
97985 - CITYWIDE 20MPH ZONE (Q00062)	APR 2012	MAR 2015	Approval Requested	138	300					438
97986 - TRAFFIC CONTROLLER UPGRADES (Q00062)	JAN 2012	OCT 2013	Approved - Active	46	44					90
97988 - CCTV PARKING ENFORCEMENT	JUN 2012	MAR 2014	Approved - Active	165	130					295
97989 - SPRINKLERS - FIRE SAFETY (Q00069)	JUL 2013	MAR 2015	Approved - Active		10	1,366				1,376
Q00067 - HOUSING RETAINED SCHEMES BUDGETS	APR 2011	MAR 2019	Approval Requested		-	4,108	14,741	10,786	30,523	60,159
Q00069 - HRA Capital Projects (Non DH)	APR 2011	MAR 2019	Approval Requested		-	2,188	24,596	28,777	69,785	125,346
Q00071 - LTP Integrated Transport 2012/13	APR 2012	OCT 2013	Approved - Active		29					29
Total				**245,755**	**71,795**	**62,541**	**84,855**	**74,546**	**140,132**	**679,624**

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Programme: **INFRASTRUCTURE**

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
90011 - ABBEY-BANNERDALE ASSETENHANCE (Q00070)	SEP 2012	MAR 2014	Approved - Active	59	211					270
90013 - FORMER KING ECBERT'S SCHOOL (Q00070)	DEC 2012	MAR 2014	Approved - Active	91	89					180
90015 - WESTFIELD ASSET ENHANCEMENT	JAN 2013	MAR 2014	Approved - Active	44	232					276
90016 - OWLTHORPE ASSET ENHANCEMENT	JAN 2013	MAR 2015	Approved - Active	32	196	221				449
90017 - FIRE STRATEGY WORKS	JAN 2013	JUL 2014	Approved - Active	13	325	12				350
90018 - COMMERCIAL ESTATE INVESTMENT	NOV 2012	OCT 2013	Approved - Active	88	15					103
90019 - BANNERDALE ASSETENHANCE	DEC 2012	JUN 2014	Approved - Active	25	876	373				1,273
90020 - VOLUNTARY REGISTRATION	JUN 2013	MAR 2015	Approved - Active		216	259				475
90025 - LOCALITY HUB STRATEGY	APR 2013	APR 2014	Approved - Active		414	7				421
90027 - STANIFORTH-DARNALL FRA WORKS (Q00073)	DEC 2013	MAR 2015	Approval Requested		1,060	40				1,100
90101 - TOWN HALL ROOF & MASONRY REP	APR 2011	MAR 2014	Approved - Active	592	166					758
90102 - TOWN HALL ELECTRICAL	APR 2011	MAR 2014	Approved - Active	569	83					652
90111 - TOWN HALL LIFTS	APR 2011	MAR 2014	Approved - Active	113	287					400
90120 - MOORFOOT	APR 2010	MAR 2015	Approved - Active	3,019	4,905	51				7,975
90132 - CITY CENTRE CIVIC ACCOM	JUN 2012	APR 2013	Approved - Active	35	(35)					(0)
90133 - HOWDEN HOUSE ACCOMM STRATEGY	SEP 2011	MAR 2015	Approved - Active	37	297	716				1,050
90138 - VEHICLE & PLANT EFFICIENCY 13-	JAN 2013	MAR 2014	Approved - Active		1,790					1,790
90140 - PROJECT DELIVERY COSTS	APR 2013	MAR 2015	Approved - Active	99	1,401					1,500
90141 - IT WORKSTREAMS	APR 2013	MAR 2015	Approved - Active		480					480
92439 - INVESTMENT IN RATIONALISATION	JUN 2011	OCT 2013	Approved - Active	14	37					51
93976 - ASBESTOS REMOVAL	APR 2010	MAR 2014	Approved - Active	65	29					94
94412 - FIRERISK ASSESSMENT PROGRAMME (Q00004)	APR 2010	OCT 2013	Approved - Active	45	163					208
94414 - REIGNHEAD FARM EMERG REPAIRS (Q00003)	JUL 2012	OCT 2012	Approved - Active	70	2					71
Q00002 - ALLOTMENTS INVESTMENT PROGRAMME	APR 2010	MAR 2014	Approved - Active		50					50
Q00006 - PROVISION OF DISABLED ACCESS	APR 2010	MAR 2014	Approved - Active		270					270
Q00008 - Environmental Programme	APR 2011	MAR 2013	Approved - Active		100					100
Q00010 - CENTRAL LIBRARY	APR 2010	MAR 2014	Approved - Active		124					124
Q00021 - COMMUNITY BLDS MAINT/BACKLOG/H&S	APR 2006	MAR 2015	Approval Requested		40	246				286
Q00046 - Demolitions	APR 2010	MAR 2015	Approved - Active		-	111				111
Q00050 - ASBESTOS SCHEMES	APR 2011	MAR 2014	Approved - Active		150					150
Q00065 - CBTWoodhouse/Tannery Lodge	APR 2012	MAR 2014	Approved - Active		450					450
Q00070 - NON OFFICE ASSET RATIONALISATION	MAR 2012	MAR 2014	Approved - Active		158					158
Q00073 - HEALTH & SAFETY COMPLIANCE	DEC 2012	MAR 2015	Approval Requested		928	1,886				2,814
Total				**5,010**	**15,508**	**3,921**	**-**	**-**	**-**	**24,439**

Strategic Outcome: INFRASTRUCTURE

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Programme: **COMPETITIVE CITY**

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
90118 - ANNS GROVE (Q00021)	DEC 2011	DEC 2013	Approved - Active	445	510					955
90708 - ATTERCLIFFE HGV SIGNING	SEP 2011	MAR 2014	Approved - Active		19					19
94006 - SHEFFIELD LDV FLOOD DEFENCE	NOV 2011	OCT 2013	Approved - Active	233	168					401
94010 - LDV FLOOD DEFENCE WORKS	JUL 2013	MAR 2019	Approved - Active		641	5,387	1,272			7,300
92825 - CNG REFUELLING INFRASTRUCTURE	NOV 2011	MAR 2014	Approval Requested	63	149					211
93022 - PLUGGED IN (SOUTH) YORKSHIRE	MAY 2012	MAR 2015	Approval Requested		96	214				310
94327 - SCAFP 1B	JAN 2010	SEP 2012	Approved - Active	655	(5)					650
97405 - INSULATION (COUNCIL HSG) (Q00069)	APR 2012	MAR 2019	Approval Requested	68	50	250	1,007	1,000	1,825	4,200
97426 - LOW CARBON PIONEER CITIES	OCT 2012	MAR 2014	Approved - Active	185	43					227
97430 - FUEL POVERTY PROJECT	JAN 2013	MAR 2014	Approved - Active	139	199					338
97432 - ENERGY PROGRAMME - GREEN DEAL	JAN 2008	MAR 2015	Approval Requested		145	355				500
97962 - DH - UTILITIES (Q00045)	APR 2011	MAR 2015	Approved - Active	349	350	11				710
92356 - MILLENNIUM GALLERY LIFE CYCLE	APR 2010	MAR 2015	Approval Requested	343	160	60				563
94004 - MOOR PUBLIC REALM PHASE 2	JAN 2009	JUN 2014	Approved - Active	2,111	467	1				2,579
94005 - CIQ PUBLIC REALM	JUN 2011	OCT 2012	Approved - Active	856	20					875
94011 - DARNALL CENTRE PRI	JAN 2014	JUL 2014	Approval Requested		4	38				42
94103 - LYCEUM CAPITAL REFURBISHMENT	APR 2014	MAR 2015	Approved - Active		-	500				500
94418 - CONNECT PEDESTRIAN SIGNS	DEC 2010	MAR 2013	Approved - Active	18	33					51
94439 - NEW RETAIL QUARTER CPO	APR 2011	MAR 2014	Approved - Active	4,888	5,112					10,000
Total				**10,352**	**8,160**	**6,816**	**2,279**	**1,000**	**1,825**	**30,432**

Strategic Outcome: COMPETITIVE CITY

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Programme: **SUCCESS' CHILD'N'YOUNG PEOPLE**

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
90352 - HIGHWAYS - FORGE VALLEY	APR 2010	MAR 2014	Approved - Active	2,416	371					2,787
90361 - BSF PH1 - INFRASTRUCTURE	JAN 2008	MAR 2014	Approved - Active	3,706	331					4,037
90407 - SHARROW JUNIOR SCHOOL (Q00054)	DEC 2010	DEC 2014	Approved - Active	479	21					500
90430 - OWLER BROOK PCP	APR 2009	MAR 2014	Approved - Active	3,656	94					3,750
90448 - SF DEVOLVED CAPITAL 2011-12	APR 2011	MAR 2017	Approved - Active	6,194	2,753	2,454				11,402
90479 - POST IMPLEMENTATION	APR 2010	MAR 2014	Approved - Active	269	2					270
90547 - WOOLLEY WOOD NEW BUILD	JAN 2010	MAR 2014	Approved - Active	7,323	27					7,350
90548 - SCHOOOLS ACCESS INITIATIVE	APR 2010	MAR 2014	Approval Requested	1,263	149					1,411
90554 - ASBESTOS REMOVAL	APR 2010	OCT 2013	Approved - Active	1,509	1					1,509
90555 - CHILDRENS HOMES	APR 2010	OCT 2013	Approved - Active	505	106					611
90613 - SCC INTERNAL PROG. COSTS - W4	JAN 2010	NOV 2014	Approval Requested	3,407	292	100				3,799
90614 - LEP BUSINESS PLAN - W4	MAR 2010	MAR 2018	Approval Requested	1,429	279	124	14	24	18	1,888
90615 - BENTS GREEN	NOV 2009	MAY 2014	Approval Requested	13,414	194					13,608
90617 - MYERS GROVE	JAN 2010	SEP 2013	Approval Requested	29,710	(15)					29,695
90618 - FIR VALE EXPANSION	AUG 2010	MAR 2014	Approval Requested	4,624	48					4,672
90619 - PARKWOOD	APR 2010	MAR 2014	Approval Requested	19,788	(86)					19,703
90620 - KING EDWARDS (UP)	APR 2010	MAR 2014	Approval Requested	19,792	174					19,966
90621 - BRADFIELD	APR 2010	MAR 2014	Approval Requested	2,605	94					2,700
90622 - CITY	APR 2010	MAR 2014	Approval Requested	23,228	438					23,666
90623 - STOCKSBRIDGE	APR 2010	APR 2014	Approval Requested	18,924	603					19,527
90624 - BIRLEY	MAY 2010	MAR 2014	Approval Requested	19,241	537					19,778
90625 - HANDSWORTH GRANGE	OCT 2010	MAR 2014	Approval Requested	11,763	3,756					15,519
90626 - NOTRE DAME	MAR 2011	MAR 2014	Approval Requested	9,290	4,021					13,311
90627 - ADDL PUPIL PLACES(SECONDARY)	MAR 2011	MAR 2015	Approved - Active	467	1,072	1,419				2,958
90639 - SCC CONTRACT COSTS - W4	JAN 2008	APR 2018	Approval Requested	2,143	1,105	979	249	130	150	4,757
90672 - WISEWOOD SPORT CENTRE (Q00053)	NOV 2010	MAR 2014	Approved - Active	200	15					215
90678 - POP'N GROWTH PHS 2 - F&DESIGN	JAN 2008	MAR 2014	Approved - Active	176	184					360
90685 - PMY MAINT.STRUCT-CLASP (Q00060)	SEP 2011	MAR 2013	Approved - Active	224	56					280
90686 - PMY MAINT. BMG (Q00060)	JUL 2011	OCT 2013	Approved - Active	926	74					1,000
90689 - PMY MAINT.HEATING -HALFWAY JR (Q00060)	AUG 2011	OCT 2013	Approved - Active	562	1					563
90690 - PMY MAINT.ELEC -GREYSTONES (Q00060)	AUG 2011	OCT 2013	Approved - Active	443	23					466
90691 - PMY MAINT. EMERGENCY WORKS (Q00060)	JUL 2011	OCT 2013	Approved - Active	265	135					400
90692 - PMY MAINT.CONDITION MGT (Q00060)	JUL 2011	OCT 2013	Approved - Active	1,014	166					1,181
90694 - SHORT BREAKS	SEP 2011	MAR 2014	Approved - Active	104	329					433
90704 - FOSTER CARER HOUSING ENHANCE	SEP 2011	APR 2015	Approved - Active	122	678	400				1,200
90705 - WISEWOOD SCHOOL DEMOLITION	SEP 2011	APR 2014	Approved - Active	141	26					167
90706 - TALBOT SCHOOL DEMOLITION	SEP 2011	MAR 2014	Approved - Active	111	8					118
90709 - H,M & E DESIGN	NOV 2011	MAR 2014	Approved - Active	332	318					650
90713 - PPG2 -HILLSBOROUGH PRIMARY (Q00061)	JAN 2012	SEP 2012	Approved - Active	649	11					660
90714 - PPG2 - ACRES HILL PMY (Q00061)	DEC 2011	MAR 2014	Approval Requested	76	409					485
90715 - PPG2 - OUGHTIBRIDGE PMY (Q00061)	MAY 2013	OCT 2013	Approved - Active	0	413					414
90716 - GRACE OWEN NURSERY	MAR 2012	AUG 2014	Approval Requested	27	31	837				895
90717 - PMY MAINT. HEATING -LYDGATE J (Q00060)	APR 2012	MAR 2014	Approved - Active	543	370					913
90718 - PMY MAINT. REWIRE-DORE PR (Q00060)	APR 2012	MAR 2013	Approved - Active	938	22					960

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Strategic Outcome: SUCCESSFUL CHILDREN YOUNG PEOPLE

Values in £'000s	Project Start	Project End	Approval Status	Expenditure Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
90719 - PMY MAINT. - WINDOW PROG (Q00060)	APR 2013	MAR 2014	Approved - Active	113	387					500
90720 - PMY MAINT. - ROOF PROG (Q00060)	APR 2013	MAR 2014	Approved - Active		500					500
90721 - PMY MAINT -KITCHENS -HUCKLOW (Q00060)	JUL 2012	MAR 2014	Approved - Active	156	34					189
90722 - PMY MAINT. - WCS (Q00060)	APR 2012	MAR 2014	Approval Requested	298	160					459
90723 - PMY MAINT.HM&E -ABBEY LANE (Q00060)	JUL 2012	MAR 2014	Approved - Active	411	645					1,056
90724 - PMY MAINT.HEATING -DOBCROFT J (Q00060)	JUL 2012	MAR 2015	Approved - Active	11	481	7				500
90725 - PMY MAINT.ELEC - HALLAM PMY (Q00060)	JUL 2012	MAY 2013	Approved - Active	115	636	9				760
90728 - PMY MAINT -KITCHENS -RIVELIN (Q00060)	JUL 2012	OCT 2013	Approved - Active	217	25					242
90729 - TINSLEY JNR INTERNAL REMODEL (Q00061)	APR 2013	FEB 2014	Approved - Active		210					210
90730 - CAP MAINT - RADON EXTRACTION	SEP 2012	APR 2014	Approval Requested	17	-	33				50
90731 - NEW PMY - NORTH EAST 1 (Q00061)	NOV 2012	DEC 2014	Approved - Active	5	3,625	2,150				5,780
90732 - NEW PMY - NORTH EAST 2 (Q00061)	NOV 2012	DEC 2014	Approved - Active	5	3,565	1,980				5,550
90733 - INTAKE PMY - MOBILE REPLACE	DEC 2012	MAR 2014	Approved - Active	32	229					261
90734 - NORFOLK PARK PMY REPLACEMENT	APR 2013	SEP 2015	Approved - Active		1,314	2,764	152			4,230
90735 - STANNINGTON I MOBILE REPLACE	APR 2013	OCT 2014	Approved - Active		130					130
90736 - HUNTERS BAR - MOBILE REPLACE (Q00060)	MAY 2013	NOV 2013	Approved - Active		630					630
90737 - GLEADLESS PRIMARY - REBUILD (Q00061)	JUN 2013	SEP 2014	Approved - Active		460	1,840				2,300
90738 - PMY MAINT. HEATING - BANKWOOD (Q00060)	APR 2013	MAR 2015	Approved - Active		749					749
90739 - PMY MAINT. HEATING-PHILLIMORE (Q00060)	APR 2013	MAR 2014	Approved - Active		619	8				628
90740 - PMY MAINT STRUCT-PHILLIMORE (Q00060)	APR 2013	MAR 2014	Approved - Active		296	4				300
90741 - PMY MAINT ELEC - WISEWOOD (Q00060)	APR 2013	APR 2014	Approved - Active		380	5				385
90742 - PMY MAINT ELEC - LIMPSFIELD (Q00060)	APR 2013	APR 2014	Approved - Active		405	7				411
90743 - FRA WORKS PROGRAMME (Q00060)	APR 2013	MAR 2014	Approved - Active		950					950
90744 - FEL CAPITAL (Q00075)	SEP 2013	MAR 2014	Approved - Active		1,035					1,035
90746 - GREYSTONES EXPANSION (Q00061)	NOV 2013	SEP 2014	Approved - Active		30					30
90747 - HALLAM RECONFIGURATION (Q00061)	NOV 2013	SEP 2014	Approved - Active		30					30
90748 - NEW PRIMARY NORTH EAST (3) (Q00061)	NOV 2013	SEP 2014	Approved - Active		30					30
90749 - WYBOURN EXPANSION (Q00061)	NOV 2013	SEP 2014	Approved - Active		30					30
90750 - NORFOLK COMMUNITY HEATING (Q00060)	DEC 2013	NOV 2014	Approval Requested		208	10				218
90751 - STOCKSBRIDGE - MOBILE REPLACE (Q00060)	JAN 2014	SEP 2014	Approval Requested		40	260				300
90752 - NETHER GREEN - MOBILE REPLACE (Q00060)	JAN 2014	SEP 2014	Approval Requested		24	166				190
90753 - LONGLEY - TWO CLASSROOM EXTN (Q00061)	JAN 2014	SEP 2014	Approval Requested		40	360				400
90754 - CARFIELD PRIMARY BOILER REPLAC (Q00060)	NOV 2013	JAN 2014	Approval Requested		240					240
94461 - PMY MAINT HEATING -STRADBROKE	JAN 2012	MAR 2014	Approved - Active	951	262					1,212
Q00060 - Building Maintenance -Primary Prioritisation Pgm	APR 2011	MAR 2016	Approval Requested		-		4,369			4,369
Q00061 - Basic Need - Popn Growth - Phs 2	APR 2011	MAR 2016	Approval Requested		-	4,884	2,000			6,884
Total				216,328	38,036	20,799	6,784	154	168	282,269

Strategic Outcome: SUCCESSFUL CHILDREN YOUNG PEOPLE

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Programme: **SAFE & SECURE COMMUNITIES**

Values in £000's	Project Start	Project End	Approval Status	Expenditure						Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
90117 - MDC - ALISON CRESCENT	APR 2010	OCT 2013	Approved - Active	967	1,533					2,500
97941 - CBT WINCOBANK COMMUNITY BLDG	APR 2012	MAR 2015	Approval Requested	39	42	196				276
Total				**1,005**	**1,575**	**196**	**-**	**-**	**-**	**2,776**

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Programme: **TACKLING POVERTY/INCR SOC JUS**

Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-		
97961 - DH - METERING (Q00045)	JUN 2011	MAR 2017	Approval Requested	33	261	2,289	2,300	878			5,761
Total				**33**	**261**	**2,289**	**2,300**	**878**	**-**		**5,761**

Strategic Outcome: TACKLING POVERTY / INCREASING SOCIAL JUSTICE

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GLOSSARY OF TERMS and ABBREVIATIONS

Term	Name	Description
BBAF	Better Buses Area Fund	A fund to support the development of an improved bus service network
BID	Business Improvement District	A scheme in which Non Domestic ratepayers pay a levy on the rateable values of their properties to fund additional services.
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.

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LEP	Local Enterprise Partnership	A body comprising Local Authority and local business representatives which allocate capital funds to major economic and infrastructure projects
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.
NDD	New Development District	An area within the city centre which is designated for redevelopment as a replacement for the New Retail Quarter
SCR	Sheffield City Region	A combination of local authorities (Barnsley, Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales, Doncaster, North East Derbyshire, Rotherham and Sheffield) which jointly develop strategic infrastructure projects and economic policy within their combined geographic boundaries.
SYITA	South Yorkshire Integrated Transport Authority	Established in 2009 to take the lead in developing transport policy across the county
SYPTE	South Yorkshire Passenger Transport Executive	The organisation that takes the lead to develop the region's transport network and operates some transport facilities.
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.

SHEFFIELD CITY COUNCIL
Cabinet Report

Report of: Eugene Walker

Date: 19 February 2014

Subject: Revenue and Capital Budget Monitoring 2013/14 – As at 30 November 2013

Author of Report: Allan Rainford; 35108

Summary: This report provides the month 8 monitoring statement on the City Council's Revenue and Capital Budget for 2013/14.

Reasons for Recommendations   To formally record changes to the Revenue Budget and gain Member approval for changes in line with Financial Regulations.

Recommendations:

Please refer to paragraph 89 of the main report for the recommendations.

Category of Report: OPEN/~~CLOSED~~

Statutory and Council Policy Checklist

Financial implications
YES/~~NO~~   Cleared by: Eugene Walker
Legal implications
~~YES~~/NO   Cleared by:
Equality of Opportunity implications
~~YES~~/NO   Cleared by:
Tackling Health Inequalities implications
~~YES~~/NO
Human rights implications
~~YES~~/NO   :
Environmental and Sustainability implications
~~YES~~/NO
Economic impact
~~YES~~/NO
Community safety implications
~~YES~~/NO
Human resources implications
~~YES~~/NO
Property implications
~~YES~~/NO
Area(s) affected
Relevant Scrutiny Board if decision called in
Overview and Scrutiny Management Committee
Is the item a matter which is reserved for approval by the City Council?   NO
Press release
~~YES~~/NO

REVENUE BUDGET & CAPITAL PROGRAMME MONITORING AS AT 30 NOVEMBER 2013

Purpose of the Report

1.   This report provides the Month 8 monitoring statement on the City Council's Revenue Budget and Capital Programme for November. The first section covers Revenue Budget Monitoring and the Capital Programmes are reported from paragraph 60.

Revenue Budget Monitoring

Summary

2.   The budget monitoring position at month 7 indicated a forecast overspend of £3.6m, based on expenditure incurred to date and forecasted trends to the year end. The latest monitoring position at month 8 shows a forecast overspend of £3.1m to the year end: i.e. a forecast improvement of £533k since last month. This is summarised in the table below:

Portfolio	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 7
CYPF	88,673	88,645	28	⇔
PLACE	180,847	180,298	549	⇔
COMMUNITIES	180,797	170,787	10,010	⇓
POLICY, PERFORMANCE & COMMUNICATION	2,640	2,617	23	⇔
RESOURCES	62,488	63,877	(1,389)	⇑
CORPORATE	(512,355)	(506,224)	(6,131)	⇔
GRAND TOTAL	**3,090**	**-**	**3,090**	⇓

3.   The forecast outturn shows a reducing overspend from the £8.3m overspend reported in month 3 to £3.1m in month 8. This improvement reflects Portfolios attempts to reduce spending but also the use of one-off grants to offset the significant pressures within the Communities portfolio. Further work is being undertaken to deliver a balanced position at year end. The position month by month is shown in the following chart:

SCC Revenue Outturn by Month 2013/14
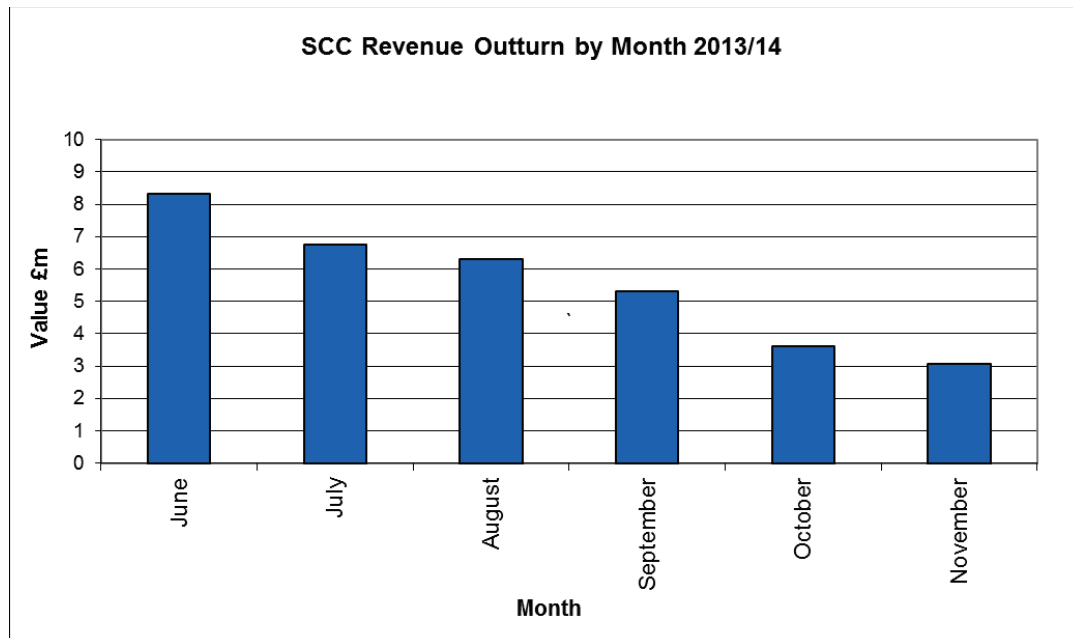
4. In terms of the month 8 overall forecast position of a £3.1m overspend, the key reasons are:

- Place are showing a forecast overspend of £549k, due to an estimated £447k associated with contract negotiations to deliver the waste management savings, additional forecast costs within commercial estate of £200k, a reduction in anticipated markets income of £300k caused mainly by low rental levels at the old Castle Market and a potential deficit arising from difficult trading conditions within Sheffield International Venues of £800k . These overspends are partly offset by reductions in forecast spend on the contract and street lighting costs within the Highways Department of £700k, savings on Local Growth Funded Projects of £200k and a reduction in spending across the Culture and Environment Service of £300k.

- Communities are showing a forecast overspend of £10m, due predominately to a £8m overspend in Care and Support relating to Learning Disability Services and the purchase of Older People's care and a £3.2m overspend on Mental Health purchasing budgets.

- Resources are showing a forecast reduction in spending of £1.4m, due to £1m savings on the housing benefits subsidy adjustments, £1m of insurance fund savings and £238k reduction in spending within the Finance Service as a result of early staff savings for the 2014/15 budget. These savings are partly offset by reduced income from project recharges of £326k and a £200k provision for EU grant

clawback within Business Information Solutions, £147k of unfunded
E-Business project costs and a £203k overspend within HR on
employee costs.

- Corporate budgets are showing a forecast reduction in spending of
£6.1m, due predominantly to savings against the redundancy budget
of £2m and the receipt of additional grant income totalling £3.7m.

5. The reasons for the movement from month 7 are:

- Communities are forecasting an improvement of £698k, due mainly
to additional income in Provider Services and the management of
vacancies and spend across the whole Service.

- Resources are forecasting an adverse movement of £126k, due
mainly to the aforementioned provision of £200k taken this month in
respect of EU grant claw back for historic European projects within
Business Information Solutions.

Individual Portfolio Positions

Children Young People and Families (CYPF)

Summary

6. As at month 8 the Portfolio is forecasting a full year outturn of an
overspend of £28k and is shown in the table below. The DSG forecast is
an overspend of £321k. These forecasts are broadly consistent with the
month 7 position. The key reasons for the forecast outturn position are:

- **Business Strategy:** a £131k forecast reduction in spend, due mainly
to a £373k forecast overspend in Children's Public Health, offset by
increased income of £630k on the Education Services Grant (ESG).

- **Children and Families:** a £76k forecast underspend, which includes
£401k forecast overspend in legal fees, £314k forecast overspend on
residential homes, £73k overspend in Adoption, £341k forecast
reduction in spend on fieldwork services, £156k forecast reduction in
spend on Early Years and £364k forecast reduction in spend on
Placements .

- **Inclusion and Learning Services**: a £201k forecast overspend, due
to £119k forecast overspend on faith travel passes, £261k forecast
overspend on travel passes due to an increase in demand. Offset by
a forecast reduction in spend of £47k in the Learning and
Achievement Service and a forecast reduction in spend of £39k in
Inclusion and Targeted Services.

Financials (Non – DSG activity)

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 7
BUSINESS STRATEGY	6,458	6,588	(131)	⇔
CHILDREN & FAMILIES	65,447	65,523	(76)	⇔
INCLUSION & LEARNING SERVICES	4,975	4,774	201	⇔
LIFELONG LEARN, SKILL & COMMUN	11,794	11,760	34	⇔
GRAND TOTAL	88,673	88,645	28	⇔

Commentary

7. The following commentary concentrates on the key changes from the previous month.

Non DSG Budgets

Children and Families

8. As at month 8, the overall position for Children and Families is consistent with the month 7 position. However, the Early Years budgets have improved by £156k from the month 7 position and is due to the early implementation of the 2014/15 savings in Early Years.

DSG Budgets

9. As at month 8, DSG is forecast to overspend by £321k, which is consistent with the position reported at month 7. The only significant movement to report in DSG is an adverse movement of £165k in ILS on Independent Placements. This is due to an income shortfall on EFA income for High Needs, total income of £2.1m had been assumed by LLSC and ILS but only £1.8m is receivable, therefore, ILS are forecasting an overspend of £165k, with the balance of £135k being mitigated from underspends.

Place

Summary

10. As at month 8 the Place Portfolio is forecasting a full year outturn of an overspend of £549k which is consistent with the month 7 position. The key reasons for the forecast outturn position are:

- **Business Strategy & Regulation:** £447k overspend due to risks associated with contract negotiations with the Contractor on the new service to deliver the full £2.1m waste management savings in the 2013/14 Budget.

- **Capital & Major Projects:** £570k overspend largely arising from cost and income pressures within the markets service as a result of low rental levels at the old Castle Market which has become unattractive

to traders. This position has been addressed by building the new indoor market on the Moor. Approximately £200k relates to historic decline in lettings and a further £100k due to concessions in rental levels this year. Also contributing to this forecast overspend is additional costs within commercial estate of £200k.

- **Culture & Environment:** £487k overspend due to the forecast including provision for a potential £800k deficit arising from difficult trading conditions within Sheffield International Venues (SIV), offset to some extent by savings across the overall Culture and Environment service area of £300k

- **Regeneration & Development Services:** £986k reduction in spending, largely due to savings on the contract and street lighting costs within the Highways Department of £700k and Local Growth Funded Projects in Sustainable Cities of £200k.

Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 7
BUSINESS STRATEGY & REGULATION	29,501	29,054	447	⇧
CAPITAL & MAJOR PROJECTS	1,369	799	570	⇧
CREATIVE SHEFFIELD	3,658	3,662	(4)	⇔
CULTURE & ENVIRONMENT	54,670	54,183	487	⇔
MARKETING SHEFFIELD	943	900	43	⇔
PLACE PUBLIC HEALTH	(7)	0	(7)	⇔
REGENERATION & DEVELOPMENT SER	90,714	91,699	(986)	⇩
GRAND TOTAL	**180,847**	**180,298**	**549**	⇔

Commentary

11. The following commentary concentrates on the key changes from the previous month.

Business Strategy & Regulation

12. The current forecast for this activity is an overspend of £447k. This is an adverse movement of £130k this period largely associated with a relatively small increase in forecast waste management costs.

Capital & Major Projects

13. The current forecast for this activity is an overspend of £570k. This is an adverse movement of £152k this period due to the cumulative impact of small increases in forecast spend over a range of activities.

Regeneration & Development Services

14. The forecast for this activity is £986k reduction in spending, an improvement this period of £157k largely due to further forecast savings within the Highways Department.

Communities

Summary

15. As at month 8 the Portfolio is forecasting a full year outturn of £10m overspend, an improvement of £695k from the month 7 position. The key reasons for the forecast outturn position are:

- **Business Strategy:** a forecast reduction in spending of £354k. Executive and Portfolio-Wide Services report a forecast £88k reduction in spend mainly due to reduction in pay costs but also due to some restrictions on non-pay expenditure. Improvement and Development Services report a forecast £89k reduction in spend due to holding of staff vacancies. Quality and Safeguarding is forecasting reduction of spend of £177k mainly due to reduced costs of the Moorfoot Learning Centre.

- **Care and Support:** a significant overspend forecast of £8m. This overspend is across Older People's / Physical Disabilities (together, known as "Adults") / Learning Disabilities (LD) care purchasing budgets, and is due to the full year effect of 2012/13 activity, and anticipated continued growth in 2013/14 offset by action and interventions implemented to date. This position includes the use of the corporate contingency, identified in the budget process, for Adult Social Care.

- **Commissioning:** a forecast £2.3m overspend due to, Mental Health Commissioning Service forecasting an overspend of £3.2m, mainly as a result of an overspend in MH Purchasing Budgets due to an increase in the number of people coming to us for care provision (predominantly using SDS Personal Budgets). This overspend is partly offset by a reduction in spending of £617k within Housing Commissioning, mainly on the Housing Related Support Programme (formerly Supporting People) and a reported underspend of £223k as a result of termination of third party contracts, maintaining staff vacancies and restrictions on non-pay spend within Social Care Commissioning.

16. There are a range of actions being taken to reduce the forecast over spends in Communities. These include:

- Tight control over all spending.

- Holding staff vacancies open where they are not absolutely necessary to deliver safe and effective services.

- Providing direct support to help people maintain and regain their independence.

- Making sure that we have an up-to-date understanding of peoples eligible needs, and that these needs are met in the most cost effective way.

- Making sure that costs are not transferred to the Council as a result of decisions taken by other organisations.

Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 7
BUSINESS STRATEGY	11,661	12,016	(354)	⇔
CARE AND SUPPORT	121,734	113,767	7,967	⇩
COMMISSIONING	36,860	34,548	2,312	⇔
COMMUNITY SERVICES	10,542	10,457	85	⇔
GRAND TOTAL	**180,797**	**170,787**	**10,010**	⇩

Commentary

17. The following commentary concentrates on the changes from the previous month.

Care and Support

18. A forecast £8m overspend. This is an improvement of £722k from the previous month and is due to additional income in Provider Services and the management of vacancies and spend across the whole service.

Resources

Summary

19. As at month 8 the Portfolio is forecasting a full year outturn of a reduction in spending of £1.4m, an adverse movement of £128k from the month 7 position. The key reasons for the forecast outturn position are:

- **Business Information Solutions:** £696k overspend due in the main to reduced income from project recharges of £326k and £200k of EU grant claw back.

- **Commercial Services (savings):** £147k overspend in Commercial services due to E Business project costs of £245k offset by vacancy management and other cashable savings.

- **Human Resources:** £203k overspend on employee costs due to the delayed MER within the service.

Offset by:

- **Housing Benefit:** approx. £1m reduction in spending.

- **Central costs:** £1m reduction in spending owing to a transfer of £1m from the Insurance Fund.

- **Finance:** £238k reduction in spending in Finance as a result of early staff savings for the 2014/15 budget.

Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 7
BUSINESS INFORMATION SOLUTIONS	1,439	753	686	⇧
COMMERCIAL SERVICES	785	638	147	⇔
COMMERCIAL SERVICES (SAVINGS)	(820)	(820)	0	⇔
CUSTOMER FIRST	3,117	3,117	0	⇔
CUSTOMER SERVICES	2,732	2,700	32	⇔
FINANCE	1,907	2,145	(238)	⇔
HUMAN RESOURCES	1,095	892	203	⇔
LEGAL SERVICES	5,194	5,270	(76)	⇔
RESOURCES MANAGEMENT & PLANNING	1,247	1,219	28	⇔
TRANSPORT AND FACILITIES MGT	32,598	32,724	(126)	⇔
TOTAL	49,294	48,638	656	⇧
CENTRAL COSTS	13,190	14,237	(1,047)	⇔
HOUSING BENEFIT	4	1,002	(998)	⇔
GRAND TOTAL	**62,488**	**63,877**	**(1,389)**	⇧

Commentary

20. The following commentary concentrates on the changes from the previous month.

Business Information Solutions

21. A forecast £686k overspend. This is an adverse movement of £219k from the previous month and is due to a provision of £200k taken this month in respect of EU grant claw back for historic European projects within BIS. This has been raised previously as a financial risk.

Policy, Performance and Communications

Summary

22. As at month 8 the Portfolio is forecasting a full year outturn of an overspend of £23k which is consistent with the month 7 position. This overspend is due to increasing Election canvassing costs.

Financials

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month 7
ACCOUNTABLE BODY ORGANISATIONS	0	0	0	⇔
POLICY, PERFORMANCE & COMMUNICATION	2,775	2,752	23	⇔
PUBLIC HEALTH	(135)	(135)	0	⇔
GRAND TOTAL	**2,640**	**2,617**	**23**	⇔

Corporate items

Summary

23. The month 8 forecast position for Corporate budgets is a £6.1m reduction in spending which is consistent with the month 7 position. The table below shows the items which are classified as Corporate and which include:

- **Corporate Budget Items:** corporate wide budgets that are not allocated to individual services / portfolios, including capital financing costs and the provision for redundancy / severance costs.

- **Corporate Savings:** the budgeted saving on review of management costs and budgeted saving from improved sundry debt collection.

- **Corporate income:** Formula Grant and Council tax income, some specific grant income and contributions from reserves.

Financials

	FY Outturn £'000	FY Budget £'000	FY Variance £'000
Corporate Budget Items	55,051	57,443	-2,392
Savings Proposals	-450	-450	0
Income from Council Tax, RSG, NNDR, other grants and reserves	-566,956	-563,217	-3,739
Total Corporate Budgets	**-512,355**	**-506,224**	**-6,131**

24. Corporate Budget items are showing a forecast reduction in spending of £2.4m, due mainly to the reassessment of the budget requirement for redundancy cost of £2m, other miscellaneous income of £258k including the recovery of previous years' National Non-Domestic Rates (NNDR) overpayments and £120k saving against the Carbon Reduction Credits budget resulting from more up to date information on the estimated 2013/14 costs. This forecast in consistent with the month 7 position.

25. Additional income accounts for the remaining £3.7m underspend. This additional income includes a £1.1m RSG refund, £1.4m LACSEG refund, £271k additional Council Tax Freeze grant, and two un-ringfenced grants including £947k adoption grant and £98k from the Department of Health (DoH). This forecast in consistent with the month 7 position.

Local Growth Fund

26. The position on the Local Growth Fund is as follows:

LOCAL GROWTH FUND		
		£m
Income	Reserves as at 31/03/13	-3.0
	13/14 NHB Grant	-4.6
	Earned Future NHB Grant	
	Total Income	**-7.6**
Expenditure	13/14 Spend to date at Month 8	1.5
	Forecast to Year End	2.8
	Future Years' Commitments	4.3
	Total Expenditure	**8.6**
	Funding Requirement	**1.0**

27. Substantial increase in expenditure this period reflects the completion of the contract for the former Norton Aerodrome. Expenditure in future years has increased following the declaration of slippage on Grace Owen Nursery project which should now commence in the first half of 2014-15.

Housing Revenue Account

28. As at month 8 the full year outturn position is a forecast in-year surplus of £10.4m. At this stage, this represents a projected improvement of £4.5m from the revised budget. Any predicted improvement on the account will be factored into the planned update of the Business Plan and Capital Investment Programme later in the year.

29. The main reason for the variation in the overall improved position reported above relates to a predicted reduction in capital financing costs

of £2.5m. This is primarily a result of reduced interest costs arising from the Councils on-going active Treasury Management Strategy.

30.   Now that that HRA is self-financing, the Council has to consider the long term risks on interest rates and ensure that its 30 year business plan includes a sustainable level of debt.

31.   Other main areas contributing to the projected improvement include a revised forecast re service charge income of £467k, £170k forecasted underspend on repairs and a £2.2m forecasted reduction in running costs mainly as a result of staff vacancies and various underspends on other budget heads. This is offset by a forecast increase of £601k in the cost of council tax on vacant properties and provision for rent arrears and a £260k reduction in overall rental income.

HOUSING REVENUE ACCOUNT	FY Outturn £000's	FY Budget £000's	FY Variance £000's
1.RENTAL INCOME	(142,324)	(142,579)	255
2.OTHER INCOME	(5,157)	(4,761)	(396)
3.FINANCING	52,098	54,581	(2,483)
4.OTHER CHARGES	3,778	3,164	614
5.REPAIRS	33,006	33,091	(85)
6.TENANT SERVICES	48,693	50,647	(1,954)
Grand Total	**(9,906)**	**(5,857)**	**(4,049)**

Community Heating

32.   The budgeted position for Community Heating is a draw down from Community Heating reserves of £670k. As at month 8 the forecast position is a draw down from reserves of £313k resulting in a reduction in spending of £357k. This is largely due to a revised forecast to reflect lower expenditure on gas and a reduction in the number of vacant properties.

COMMUNITY HEATING	FY Outturn £000's	FY Budget £000's	FY Variance £000's
INCOME	(3,506)	(3,548)	42
EXPENDITURE	3,819	4,218	(399)
Grand Total	**313**	**670**	**(357)**

Corporate Financial Risk Register

33.   The Council maintains a Corporate Financial Risk Register which details the key financial risks facing the Council at a given point in time. The most significant risks are summarised in this report for information together with a summary of the actions being undertaken to manage each of the risks.

Corporate

Medium Term Financial Position

34. In the future the Council's financial position will be significantly determined by the level of Business Rates and Council Tax income. Each of these may be subject to considerable volatility and will require close monitoring. Based on the Spending Review in June, the funding position is especially difficult from April 2015 and will require a focus on delivering economic growth to increase our income and on delivering outcomes jointly with other public sector bodies and partners.

Pension Fund

35. Following the triennial valuation of the South Yorkshire Local Government Pension Scheme, current estimates are that the increase required in 2014/15 for deficit payments may be over £12m (in addition to the £5m which has already been assumed in the Medium Term Financial Strategy) on top of £3.6m for ongoing pension costs i.e. £17m in total. Negotiations with SYPA are continuing as this figure is something of a surprise to all South Yorkshire Councils. In addition, a surplus on the Kier pension pot set up to manage pension risk may be available at the contract end to smooth the impact to some extent.

36. Bodies whose Pension liability is backed by the Council are likely to find the cost of the scheme a significant burden in the current economic context. If they become insolvent the resulting liability may involve significant cost to the Council.

Contract Spend

37. 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

38. There is potential for current adverse economic conditions to result in increased costs (e.g. increased homelessness cases) or reduced revenues.

39. The Council seeks to maintain adequate financial reserves to mitigate the impact of unforeseen circumstances.

Trading Standards

40. There is a low risk that it is not possible to recover outstanding
     contributions from the other South Yorkshire Authorities. However,
     negotiations are in the final stages and there is an expectation that an
     agreement will be reached.

External Funding

41. The Council utilises many different grant regimes, for example central
     government and EU. Delivering projects that are grant funded involves
     an element of risk of grant claw back where agreed terms and conditions
     are not stringently adhered to and evidenced by portfolios. Strong
     project management skills and sound financial controls are required by
     project managers along with adherence to the Leader's Scheme of
     Delegation in order to minimise risk.

Treasury Management

42. The ongoing sovereign-debt crisis continues to subject the Council to
     significant counterparty and interest-rate risk. Counterparty risk arises
     where we have cash exposure to banks and financial institutions who
     may default on their obligations to repay to us sums invested. There is
     also a risk that the Eurozone crisis will impact upon the UK's recovery
     and would in turn lead to higher borrowing costs for the nation. Whilst
     this is still a possibility, the UK recovery is beginning to take hold and the
     associated risk is beginning to ease.

43. 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.

44. Over the next few months, we will be developing the Treasury
     Management and Investment Strategies, as part of the 2014/15 budget
     process, and will be discussing our risk appetite with members and
     senior officers as part of this process. This will include a review of our
     counter-party risk to ensure it is reflective of the relative risks present in
     the economy without being unduly conservative for the improving UK
     economic position.

45. The Co-op Bank have notified us that they will be withdrawing from the
     Local Authority banking market with effect from the ending of their
     contract with us, which is due to end in March 2015. Despite the well-
     publicised issues with the bank, we do not believe, given the above
     timescales, there is anything preventing a full and proper tender process

being undertaken. Work has begun to scope our requirements in preparation for the tender process.

Welfare Reforms

46. The government is proposing changes to the Welfare system, phased in over the next few years, which will have a profound effect on council taxpayers and council house tenants in particular. The cumulative impact of these changes will be significant. Changes include:

- **Abolition of Council Tax Benefit:** replaced with a local scheme of Council Tax Support from April 2013. The Council approved the replacement scheme, based on the reduced funding available from Government, and set up a hardship fund in January 2013, but there are risks to council tax collection levels and pressures on the hardship fund which are being closely monitored.

- **Housing Benefit changes:** there have been a number of changes, including the implementation of the 'bedroom tax', from April 2013 where the impacts are that a significant number of claimants are now receiving fewer benefits, thereby impacting on their ability to pay rent.

- **Introduction of Universal Credit:** originally scheduled from October 2013 but now delayed, awaiting further update from DWP who will administer it. Along with the impact of reducing amounts to individuals and the financial issues that might cause, the biggest potential impact of this change is the impact on the HRA and the collection of rent. This benefit is currently paid direct to the HRA; in future this will be paid direct to individuals. This will potentially increase the cost of collection and rent arrears. There will also be an impact on the current contract with Capita and internal client teams.

Children, Young People and Families

Education Funding

47. In 2013/14 it is anticipated that 29 of the Council's maintained schools will become independent academies (24 primary / 5 secondary). To date 10 primary schools and 2 secondary schools have converted in 2013/14. Academies are entitled to receive a proportion of the Council's central education support services budgets. Based on projected academy conversions it is estimated that:

- up to £1.75m of DSG funding will be deducted from the Council and given to academies to fund support services.

- up to £2.62m will be deducted from the Council's DCLG funding, under the new Education Services Grant (ESG), and given to academies.

48. If an academy is a sponsored conversion then the Council will have to bear the cost of any closing deficit balance that remains in the Council's accounts. It is estimated that this may be up to £545k based on current projected academy conversions during 2013/14.

49. Where new independent schools (free schools) or Academies are set up and attract pupils from current maintained PFI schools, then the funding base available to pay for a fixed long term PFI contract would reduce, leaving the Council with a larger affordability gap to fund. There are also further potential risks if a school becoming an academy is a PFI school, as it is still unclear how the assets and liabilities would be transferred to the new academy and whether the Council could be left with residual PFI liabilities.

Communities

NHS Funding Issues

50. 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.

51. The Council is participating in the Right First Time (RFT) programme with the Clinical Commissioning Group (CCG) and Hospital Trust. This programme aims to shift pressures and resources from the hospital to community settings over the longer term, which should assist the Council in managing adult social care pressures, but there are risks to programme delivery at the same time as delivering funding cuts.

Resources

Digital Region

52. At the time of making the decision to close the company and migrate its business (including the Council's) to other networks, the cost to the shareholders was estimated at £83.3m, with SCC's share of this being £14.3m. This was a lower cost than the likely cost of continuing with the procurement and also less risky. The SCC cost of £14.3m is within the

amount of money set aside to cover DRL costs in the 2012/13 accounts (£15m was set aside).

53. All these figures were based on estimates and some costs cannot be firmed up until existing contracts are terminated and negotiations on new ones commence. However, since the decision was made to close, progress has been good and costs now look like they will come in lower than was estimated. The key issue remaining is that value may result from a sale of the assets and whether that reintroduces risk.

Electric Works

54. 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.

55. A full review of the options for the future is underway and will be reported to Members as soon as possible.

Housing Revenue Account

Housing Revenue Account (HRA)

56. There are a number of future risks and uncertainties that could impact on the 30 year HRA business plan. As well as the introduction of Universal Credit, outlined in the risk above, the main identified risks to the HRA are:

- **Interest rates:** fluctuations in the future levels of interest rates have always been recognised as a risk to the HRA.

- **Repairs and Maintenance:** existing and emerging risks within the revenue repairs budget include unexpected increased demand (for example due to adverse weather conditions).

Capital Programme

Capital Receipts and Capital Programme

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

Building Schools for the Future Programme Affordability

58.   Latest projections indicate that the affordability gap in the capital programme for the secondary schools estate, which must be underwritten by the Council, is in the order of £4m, a significant reduction on the previous gap. This requirement has now been identified in the Council's Capital Programme planning, and will therefore be removed from the risk register next month.

Housing Regeneration

59.   There is a risk to delivering the full scope of major schemes such as Parkhill and SWaN because of the severe downturn in the housing market. This could result in schemes 'stalling', leading to increased costs of holding the sites involved, and in the case of SWaN, potential exposure to termination payments which would fall to the HRA to meet.

The Capital Programme for 2013/14

Summary

60.   At the end of November 2013, the end of year position shows a variance of £22.4m which is an increase of £3.1m on the month 7 variance which was £19.2m below budget reflecting the continuing work to validate the forecast and refine the spending profiles of projects. Having identified more accurate (i.e. lower forecasts) this will increase the variance against budget. The Cabinet Member for Finance, on behalf of the Cabinet will consider if the slippage request is justified and the budget will be similarly revised downwards.

61.   In this month's investment submission proposals in Appendix 1, £5.1m of slippage requests have been put forward plus a further £4.7m reduction following the cancellation of the Westfield Sports Village. If approved, this will bring the Budget down by £6.6m and make the reduction against budget still smaller in subsequent reports. The CYPF programme is very close to reducing the variance to less than £700k.

62.   Analysis of the revised forecasts shows that whilst considerable progress has been made further reductions in both the budget and forecast are required to ensure an accurate year end estimate of spend. The basis for this assertion is:

- The actual spend at the end of month 8 is £63.6m which is £23.1m (27%) below budget; and

- The forecast capital spend for 2013/14 at £128.3m is £13.5m above that delivered in 2012/13 but the current rate of spend is below that seen last year.

63. In order to achieve the forecast level of spend a substantial turnaround in performance across all programmes is required. Given the current rate of spend, which is averaging around £7-8m per period, and allowing for expected increases in some Highways programmes such as Streets Ahead and Better Buses, an outturn in the range of £100 – £120m looks a more likely year end position with the final position being closer to £100m rather than £120m. Finance continues to challenge unrealistic project manager forecasts and the necessary adjustments will be brought forward for approval in future reports.

64. The Highways programme shows the biggest forecast acceleration in spend. £7.1m of spend is forecast in four months at an average of £1.8m per month compared to £3.1m in the first eight months of this year. The main accelerants are BRT North (£3m), bus route schemes (£1m) and the Optio Orange project (£700k).

65. Capital Programme Group continues to challenge the delivery plans from Project Managers when submitting requests to include new projects in the programme. Similarly, slippage requests must show a credible, revised programme rather than be an attempt to roll over unused budgets. Several submissions have failed these tests and been rejected.

Financials 2013/14

All figures reported in £000

Portfolio	Spend to date £000	Budget to Date £000	Variance £000	Full Year forecast £000	Full Year Budget £000	Full Year Variance £000
CYPF	12,440	26,267	(13,827)	35,286	40,954	(5,669)
Place	15,549	15,862	(312)	21,575	31,008	(9,433)
Housing	26,268	28,520	(2,252)	45,081	49,702	(4,621)
Highways	3,100	6,735	(3,635)	11,532	10,217	1,316
Communities	616	1,426	(810)	1,726	2,914	(1,188)
Resources	5,588	7,851	(2,263)	13,050	15,818	(2,768)
Grand Total	**63,562**	**86,661**	**(23,099)**	**128,250**	**150,613**	**(22,363)**

66. The outturn forecast is £22.4m (15%) below the budget. This is a £3.1m higher than last month, which is a combination of £1.4m slippage on

Lower Don Valley, which has now been approved and £3.1m amendment to the Westfield Sports Village forecast to reflect that the cancellation of the project.

67. The table below shows that the improvement in defining a realistic budget continues where £4.2m of spend has been re-profiled into future years. Thus the revised budget for the year of £150.6m is £1.3m below the position at Month 7 after additions and variations of £2.9m.

Capital Programme				
	2013-14	2014-15	Future	Total
	£m	£m	£m	£m
Month 7 Approved Budget	151.9	79.8	237.1	468.8
Additions	1.3	0.5	6.9	8.7
Improved accuracy of the Budget	1.6	7.1	-7.3	1.4
Slippage	-4.2	4.2		0
Month 8 Approved Budget	150.6	91.6	236.7	478.9

68. The variation in the year to date position of £23.1m arises mainly from operational delays (£8.6m), projects awaiting approval £7.6m, projected underspends £1.3m and slippage of £500k. The operational delays are due to lengthy contract negotiations on the Fisk Risk Assessment project (£950k), New Primary North East (£2.3m) and (£2m) on the BSF Programme this is due to re-profiling. A further (£2.5m) on the BRT North project which is due to delays in land purchases and specialist materials required for the Supertram crossing.

69. The forecast for the year shows that with the exception of Highways all portfolios are below profile against the approved programme. They key variances are detailed below:

*   **CYPF:** £5.7m (14%) below budget this is due to £2.8m reduction in the current years BSF programme, plus £0.4m slippage which is included as part of the proposals put forward this month. The overall reduction in the BSF programme, including future years is (£4.1m). This reduction now incorporates a provision of £3.8m for the potential VAT liability on the BSF programme. There is a further £0.7m due to under spend on projects and £0.8m expected slippage on Grace Owen Nursery.

- **Place:** £9.4m below budget of which £4.9m relates to the CPO acquisitions for the New Retail Quarter. This project is currently on hold pending a review of the options for taking the development forward but a revised position will be forecast and reported at Month 9. A further £3.1m is due to the cancellation of the Westfield Sports Village project which is included in Appendix 1.

- **Housing:** £4.6m below budget of which £2.7m is due to project slippage, which is included within the current proposals. There is a further £1.8m under spend relating to the environmental improvement programmes at South West Abbeybrook, South East and North New Parson Cross. On all 3 schemes the estimates put forward by the contractor were over estimated by around 400 heating installations. This is being offset by an increase of (£1.0m) in anticipated HRA Programme Management costs.

- **Highways:** £1.3m above budget of which £1.4m relates to projects which have been submitted for approval and (£0.9m) of projects where no forecast has been submitted.

- **Communities:** £1.2m below budget: this is mainly due to projects which have slipped behind schedule and into future years.

- **Resources:** £2.8m below budget of which £1.4m relates to projects have slipped behind schedule and into future years.

70. Further detail can be found below in the following sections.

Commentary

Children, Young People and Families Programme

71. CYPF capital expenditure is £13.8m (57%) below the profiled budget for the year to date and forecast to be £5.7m (14%) 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	-378
Operational delays in projects due to planning, design or changes in specification	-5,263	0
Revised profile for Building Schools for the Future programme	-6,499	-94
Incorrect budget profiles	221	0
No forecast entered by project managers	0	-120
Projects submitted for Approval	0	-2,418
Underspending on project estimates	-312	-702
Other variances	-1,974	-1,956
	-13,827	-5,669
Spend rate per day	72.7	138.9
Required rate to achieve Outturn	275.2	
Rate of change to achieve forecast	278.4%	

72. Of the £13.8m variance to date £6.5m relates to BSF in respect of reductions in the BSF Programme, which are already within the approvals process.

73. The forecast variance of £5.7m relates to reductions to the BSF programme of £2.8m, these are included within proposals already put forward and a further £378k of programme slippage. There is a further £800k of proposed slippage on the Grace Owen Nursery project which is due to delays in securing the external funding.

Place Programme

74. The Place portfolio programme (excluding Housing and Highways) is £312k (2%) below the profiled budget for the year to date and forecast to be £9.4m (30%) below the programme by the year end for the reasons set out in the table below.

75. The Other variance for the forecast position in the table below £4.9m relates to the New Retail Quarter CPO scheme which is on hold pending a review of the project.

Cause of Change on Budget	Year to Date £000	Full Year Forecast £000
Slippage b/fwd from 2012/13		
Slippage to be carried forward	-125	-260
Operational delays in projects due to planning, design or changes in specification	-683	0
No forecast entered by project managers	0	-336
Projects submitted for Approval	106	-3,143
Overstatement of budgets		
Overspending on project estimates	-284	595
Other variances	673	-6,289
	-312	-9,433
Spend rate per day	90.9	84.9
Required rate to achieve Outturn	72.6	
Rate of change to achieve forecast	-20.2%	

Transport & Highways Programme (Place Portfolio)

76. The main reason for the year to date variance relates to operational delays expected on the BRT North project, this is due to delays in land purchases and specialist materials required for the Supertram crossing. Other projects related to the Streets Ahead programme are now underway and spend is being incurred.

Cause of Change on Budget	Year to Date £000	Full Year Forecast £000
Operational delays in projects due to planning, design or changes in specification	-2,793.5	0.0
Incorrect budget profiles	319.3	0
No forecast entered by project managers	0	-946.0
Projects submitted for Approval	0	1,449.0
Overspending on project estimates	184.4	109.0
Other variances	-1,345	704
	-3,635	1,316
Spend rate per day	18.1	45.4
Required rate to achieve Outturn	101.6	
Rate of change to achieve forecast	460.3%	

Housing Programme (Place Portfolio)

77.   The Housing capital programme is £2.2m (8%) below the profiled budget for the year to date and forecast to be £4.6m (9%) 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	-123	-2,759
Incorrect budget profiles	-824	0
Projects submitted for Approval	-4,745	-294
Home Improvement grants held on behalf of other local authorities	-102	-260
Items under investigation		
Underspending on project estimates	-918	-332
Other variances	4,460	-977
	-2,252	-4,621
Spend rate per day	153.6	177.5
Required rate to achieve Outturn	226.7	
Rate of change to achieve forecast	47.6%	

78.   The main reason for the forecast variance is due to £2.5m of expected savings to the Housing programme, of which £1.8m sites across South West Abbeybrook, South East and North New Parson Cross. All 3 schemes are in connection with the Environmental Programmes within each area which include new heating installations. The actual level of work is about 400 installations below what was anticipated.

Communities

79.   The year to date spend on the Communities portfolio capital programme is £810k (57%) below the profiled budget and the forecast £1.2m (41%) below budget.

80.   The main reason for the forecast variance is £830k of project slippage relating to ICT Infrastructure and Mobile Working Solutions both of which are currently within the approvals process.

Cause of Change on Budget	Year to Date £000	Full Year Forecast £000
Slippage to be carried forward	0	-244
Incorrect budget profiles	-727	0
Projects submitted for Approval	0	-830
Other variances	-83	-114
	-810	-1,188
Spend rate per day	3.6	6.8
Required rate to achieve Outturn	13.4	
Rate of change to achieve forecast	271.0%	

Resources

81. The year to date spend is £2.3m (29%) below the programme and forecast to be £2.8m (17%) below the approved budget for the whole year.

82. The main cause of the shortfall on budget.to date is slippage in the Road Vehicle Efficiency replacement programme (£300k), Town Hall essential repairs to the Grade 1 listed building (£300k), Wincobank Community centre where a value engineering exercise is in place to keep within the approved budget as the tenders have exceeded the approved amount (£200k), and the Accommodation Efficiency strategy (£800k).

83. Project manager forecasts assume that most of this slippage will be recovered by the year end although £1.1m of compliance schemes are expected to slip into future years along with Town Hall essential repairs (£400k) and, potentially, contingency budgets (£300k). The Accommodation Efficiency strategy is also forecast to be £600k under budget.

Cause of Change on Budget	Year to Date £000	Full Year Forecast £000
Slippage to be carried forward	-256	-1,430
Operational delays in projects due to planning, design or changes in specification	147	0
Projects submitted for Approval	0	-1,248
Overspending on project estimates	0	-171
Other variances	-2,154	82
	-2,263	-2,768
Spend rate per day	32.7	51.4
Required rate to achieve Outturn	89.9	
Rate of change to achieve forecast	175.1%	

Approvals

84. A number of schemes have been submitted for approval in line with the Council's agreed capital approval process. Below is a summary of the number and total value of schemes in each approval category:

- 5 additions to the capital programme with a total value of £10.4m;

- 1 cancellation from the capital programme of £4.7m;

- 23 variations to the capital programme creating a net increase of £88m;

- 30 slippage requests with a total value of £4.9m;

- 7 contract awards with a total value of £7.7m where savings of £800k have been identified:

- 1 emergency approval with a total value of £25k: and

- 2 director variations with a total value of £12k.

85. Further details of the schemes listed above can be found in Appendix 1.

Implications of this Report

Financial implications

86. The primary purpose of this report is to provide Members with information on the City Council's Budget Monitoring position for 2012/13 and, as such it does not make any recommendations which have additional financial implications for the City Council.

Equal opportunities implications

87. There are no specific equal opportunity implications arising from the recommendations in this report.

Property implications

88. Although this report deals, in part, with the Capital Programme, it does not, in itself, contain any property implications, nor are there any arising from the recommendations in this report.

Recommendations

89. Members are asked to:

 (a) Note the updated information and management actions provided by this report on the 2013/14 Revenue budget position.

 (b) In relation to the Capital Programme, Members are asked to approve:

   (i) the proposed additions to the capital programme listed in Appendix 1, including the procurement strategies and delegations of authority to the Director of Commercial Services or nominated Officer, as appropriate, to award the necessary contracts following stage approval by Capital Programme Group;

   (ii) the proposed variations and slippage in Appendix 1; note

   (iii) the variations at Appendix 1 within the delegated authority of EMT and directors; and

   (iv) the latest position on the Capital Programme including the current level of delivery; and

   (v) Delegate to the Cabinet Member for Finance, the authority to vary approved amounts for projects until 31st May 2014.

Reasons for Recommendations

90. To formally record changes to the Revenue Budget and the Capital Programme and gain Member approval for changes in line with Financial Regulations and to reset the capital programme in line with latest information.

Alternative options considered

91. A number of alternative courses of action are considered as part of the process undertaken by Officers before decisions are recommended to Members. The recommendations made to Members represent what Officers believe to be the best options available to the Council, in line with Council priorities, given the constraints on funding and the use to which funding is put within the Revenue Budget and the Capital Programme.

Eugene Walker
Director of Finance

Scheme Description	Approval Type	Value £000	Procurement Route
GREAT PLACE TO LIVE			
Highways			
93370 Streets Ahead Related Cycling Programme The primary aim of this project is to deliver minor works to improve local cycling accessibility and is fully funded from LTP The funding body has reviewed its support for schemes in part based on the progress delivered to date and concluded that Sheffield will not deliver the forecast spend. The funding for the Streets Ahead Cycling Programme has been reduced from £200k to £100k for 2013/14 and as a result only 50% of proposed minor works will be delivered this year. The budget will be reviewed in next year's LTP allocation.	Variation	-100	n/a
92769 Accident Savings Schemes This project delivers the Citywide SID (speed indication device) programme which involves rotating 23 speed indicator devices around the city to area's with speed concerns. The funding body has reviewed its support for schemes in part based on the progress delivered to date and concluded that Sheffield will not deliver the forecast spend. The funding for the Accident Saving Schemes block has been reduced from £150k to £100k for 2013/14. The impact of this will result in fewer rotations of the devices around the city.	Variation	-50	n/a

Capital Scheme

Capital Scheme			
93557 Sustrans Connect 2 Halfway to Killamarsh This project was initially approved in 2010/11 and was to provide a multi-user route between Halfway and Killamarsh enabling sustainable travel choices for people in the area (cycling etc.). In addition to the new off-road multi route, two new bridleway bridges have been erected, new cycle parking and improved crossing at Halfway Park & Ride. Approval is being sought to add the 2013/14 LPT allocation to conclude the project.	Variation (EMT)	40	As per original Procurement Strategy
94310 A61 Chesterfield Road Route PI Approval is being sought to increase the value of the scheme by £27k for 2013/14 to enable the scheme to be aligned with the Amey works on the Zone A08 project. The project scope is for the removal of existing traffic lights within full width road rebuilding and is solely funded from LTP.	Variation (EMT)	27	As per original Procurement Strategy
Homes			
See separate Housing Appendix 2			
92448 Former Norton Aerodrome Unforeseen issues arising with the land acquisition has resulted in a programme delay of approximately 4 months. The next stages of the project are demolition and decontamination which are now expected to be completed in June 2014.	Slippage	-140.5	n/a

Approval is being sought to slip £140.5k into future years (as outlined in the profile below)

	2013/14	2014/15	2015/16	Total
Approved Budget	590.0	80.0	80.0	750.0
This Submission	449.5	190.5	110.0	750.0
Slippage	-140.5	110.5	30.0	0.0

Recreational Leisure Facilities

94104 Active North Project The project will be delivered by Sheffield City Council and involves the provision of a new purpose built swimming pool facility to replace the two ageing swimming pools in the north of Sheffield (Stocksbridge Leisure Centre Pool and Chapeltown Pool). The facility will be located within the Ecclesfield Parish boundary on a site chosen to complement existing outdoor sporting facilities. The new facility will also become a hub for the National Centre for Sport & Exercise Medicine (NCSEM), one of 3 hub sites identified within the city. The facility will be developed adjacent to an existing recreation ground (Thorncliffe Recreation Ground) so as to maximise integration with the existing outdoor facilities at the site. The facility mix will include a 25m 6 lane pool, learner pool, 40 station gym, 2 exercise studios and 6 consulting/clinic rooms along with changing provision The overall project value is £7.1m and Sheffield City Council will be contributing £2.5m from CRP and £700k Prudential Borrowing with the remainder of the funding being contributed by number of different stakeholders:-	Addition (conditional Approval subject to receipt of funding)	7,100	YorBuild

Capital Scheme

<div style="text-align: right">**Appendix 1**</div>

SCC contribution (CRP) SCC Prudential Borrowing Other Contributions:- National Centre for Sports & Exercise Medicine Ecclesfield Parish Council Sports England Total Project Value £000 £000 2,500 700 3,200 2,300 600 1,000 3,900 <u><u>7,100</u></u> It is important to note at this stage, it is anticipated the stakeholder contributions will be via a grant claim process claimed by SCC however none of these funding sources have yet been fully secured or approved. Negotiations are still in process. As a result, conditional approval is being sought.			
94105 Graves NCSEM Project The Graves Tennis and Leisure extension is centre piece of a £24million pound investment programme. The new facility will also become a hub for the National Centre for Sport & Exercise Medicine (NCSEM), one of 3 hub sites identified within the city. The NCSEM is an Olympic Legacy project that aims to promote health and wellbeing through sport and physical activity. The Graves Tennis and Leisure Centre extension will incorporate a number of additional facilities including a public healthcare facility, 25m swimming pool, teaching pool, two additional tennis courts, regional gymnastics centre, 150 station fitness facility, soft play area, ten pin bowling alley and a cafeteria. The healthcare facility will include consultation rooms, gait analysis, biometrics and laboratory areas. The overall project value is £14m and Sheffield City Council will be contributing a maximum of £1m with the remainder of the funding being contributed by number of different stakeholders:-	Addition	1,000	N/A

	£000	£000
Stake Holder Funding		
Olympic Legacy Fund	5,000	
Sport England	2,250	
Lawn Tennis Association	800	
British Gymnastics	200	
Capital Receipt from sale of land	500	
Sheffield City Trust	4,250	13,000
Sheffield City Council Contribution	1,000	1,000
Total Project Value		14,000

The Sheffield City Trust is the Accountable Body for the project and owns the asset. SCC's contribution is to a maximum of £1m, with any funding risk being managed by the NCSEM Partnership.

94098 Westfield Sports Village	Cancellation	-4.700	n/a

94098 Westfield Sports Village
This was originally approved in December 2012 as a joint project between Sheffield City Council and the Football Association (FA) with the aim of constructing a community football centre with pavilion to include changing rooms, offices, gym, studio etc. as well as artificial turf pitches with floodlighting, a groundsman's store, car park and access road, which was to be situated on the former Westfield School site.

Unfortunately the FA is no longer able to commit to the funding and as a result it has been necessary to cancel the project.

Capital Scheme

The project has incurred costs to-date of £23k which we are trying to recover from the FA.			
Parks			
94470 Urban Nature Parks	Slippage	-192	n/a
The Urban Nature Parks project aims to facilitate the conversion of 300 hectares of park land to naturalistic management.			
The service have started to develop implementation plans for what is now recognised as a complex project split over 55 sites and have developed a more realistic delivery plan requiring slippage into future years (as outlined in the profile below)			

	2013/14	2014/15	2015/16	Total
Approved Budget	250,000	250,000	250,000	750,000
Nov 13 Variation	57,656	303,344	389,000	750,000
Slippage	-192,344	53,344	139,000	0

Vibrant City			
94457 Women of Steel The project was previously approved for £28k for the initial stage for the recruitment, design and approval of an artist's maquette and finance fund raising and project management costs.	EMT Variation	54.5	Covered by the original Procurement Strategy
Active fund raising through the South Yorkshire Community Foundation has currently generated £87k. Agreements are in place for SCC to draw down funding for this stage of the project.			

Having raised the funds this variation seeks authority to apply the funds for the manufacture of two 2m high bronze figures on a slate base in Barkers Pool. The artist will be selected through a two stage open tender process, with comprehensive, targeted promotion of Stage 1 and with Stage 2 tenders submitted through Yortender to deliver an artist of sufficient quality who is capable of delivering a major public art work in compliance with the exacting standards of the city council whilst interacting with multiple stakeholders. It is proposed that tenders be evaluated on a price/quality basis.			
94008 Castlegate SYPTE Acquisition The scope of this project was to purchase and part-demolish the former SYPTE building at Castlegate in order to regenerate the area. A review of the project has concluded that there are operational advantages and that Council would obtain better value for money if this building were demolished at the same time as the adjoining market building. Thus approval is sought to delay the project until 2014-15. The project is fully funded by Local Growth Fund.	Slippage	-83.5	n/a
94007 Spital Hill Ellesmere Green This project was originally approved in April 2012 to deliver public realm and soft landscape improvements in the Spital Hill / Ellesmere Green areas. These included in brief:- • Street lighting and street furniture to improve the core shopping area and support	Slippage / Variation	260.7k slippage -35k variation	n/a

local businesses
- Improve Ellesmere Green to create an attractive new small park and provide for a revived social focus
- Create a space for a community led street market
- Public Art
- Consult widely with the local community traders and other stakeholders

The project is near to completion however due to previous delays experience in awarding the contract and recent work programming issues within Amey it is necessary to slip £260.7k into 2014/15 to conclude the project hopefully by May 2014.

The initial budget included £35k for payment of the commuted sum; this has been removed from the capital budget into a revenue budget.

INFRASTRUCTURE :-

CIP – Feasibility & Design
The Community Investment Programme (CIP) manages the reduction of Sheffield's Corporate estate in order to enable investment in key buildings and dispose of those not fit for purpose and this project will cover the feasibility & design stage, including undertaking surveys, in order to get more detailed cost estimates going forward for the resultant individual property works. The costs will largely be internal at this stage, but as a specific scheme develops, business cases for each group of buildings in a geographic area will be worked up and subject to separate approvals including the development of an individual own procurement strategy.

The CIP programme will be self-funded from capital receipts already received or revenue savings achieved,

Addition	100	Feasibility and design to be undertaken by in-house services wherever available. Work unable to be undertaken in-house – and surveys – will be undertaken through the YORconsult regional

Capital Scheme				framework
COMPETITIVE CITY:-				
94011 Darnall Public Realm Improvements Conditional approval is being sought for this project; Darnall is one of five priority areas for 'Successful Centres' in the city. The project is to implement public realm improvements with the aim of increasing the attractiveness and vibrancy of the area which will hopefully attract shoppers to the district and inward investment. The scope of works include:- • Improvement / replacement / painting of railings • Improved signage of centre facilities • Public art and tree planting • Improvements to two crossings and footpaths The works are to be funded from £30k capital receipt from the sale of a Council freehold property at Irving Street and £12k Local Growth Funding transferred from the Darnall District Centre project. The sale of Irving Street is currently in negotiations with Legal and not yet finalised, as a result, conditional approval is being sought in advance of the sale. The project will only commence once funds have been received by the Council.	Addition – Conditional Approval	42		Public Art elements : full competitive tender Highway works: Waiver for Streets Ahead Works to Amey

Capital Scheme

SUCCESSFUL CHILDREN & YOUNG PEOPLE :-

Capital Scheme			
Grace Owen Nursery Grace Owen Nursery is a 39 place Nursery with 35 Childcare places. It is a well-respected provision rated outstanding by OfSted. This project provides for the relocation of the Nursery into a new unit with appropriate external play space. The project is mainly funded by Local Growth Fund (criteria for allocation agreed by Cabinet), with contributions from central government grants and the developer, "Great Place". The project is now expected to start in March 2014 and finish in August 2014 following delays in arranging the external funding. Thus the project needs to slip £837k into 2014/15.	Slippage	-837	N/A

SAFE & SECURE COMMUNITIES:-

CBT Wincobank Community Building This project aims to partially refurbish the communal block of a closed Sheltered Home scheme in Wincobank to create a fit for purpose community facility. This will create a sustainable community facility in line with the Community Buildings Strategy. It will enable the provision of a variety of activities supporting delivery of key aspects of the Council's Corporate Plan. A consultation exercise in 2010 confirmed the need. The project is funded from the Corporate Resource Pool for investment in community buildings. The project has been delayed because the initial tender returns were higher than the approved sum. Subsequent review has identified an alternative way to deliver the	Slippage	-196	N/A

Capital Scheme

Capital Scheme			
project within the available funding. Fees of up to £41.5k are expected to occur in 2013/14 with the remainder in 2014-15 when construction will start.			
Community Buildings Maintenance Backlog block allocation This block allocation is for maintenance and backlog works to the buildings within the Community Buildings portfolio. This request is to slip the balance of £246k into 2014/15, after allowing for £40k potential use for fees this year, but slipping £196k due to the Wincobank Community Building tender price being too high to initially agree in 2013/14 and having to be reworked, and slippage of the remaining £50k not used in 2013/14.	Slippage	-246	N/A
EMERGENCY APPROVALS:- (Note only)			
A Great Place to Live			
94471 Douglas Road Douglas Road is a closed landfill site located in the Shirecliffe area of Sheffield which has now reverted to rough grassland and is used by local people for walking. The site and surrounding area is a source of ground gas (methane) and the Council is required to manage, monitor and control it. In addition to this, the loss of leachate containment from the Douglas Road site has led to ground contamination. The large volumes of leachate generated are tankered from the site at significant cost of £30k per annum. The Project aims to bring about a long-term solution to the issues at the site and reduce the cost of the removal of leachate; this will be delivered in 3 phases.	Emergency Approval	25	Mini Tender through YorConsult

Capital Scheme

Capital Scheme			
Phase 1 of the project is for the appointment of consultants to review, recommend and develop design specifications for the Site's remediation at a cost of £25k funded from Corporate Resource Pool.			
Emergency Approval has been granted to approve the funding for phase 1 and to enable the appointment of the consultants.			
DIRECTOR VARIATIONS:- (Note only)			
A Great Place to Live			
Manor Fields Projects The Director Variation approved the closure of the Manor Fields Pump track project and the redistribution of the remaining £8.8k S106 funding to the remaining two Manor Fields Projects:-	Variation	8.8	N/A
Manor Fields Toddler Play project received £5.5k to fund increased costs from the returned tender enabling the project to be delivered to the agreed scope.			
Manor Fields Uplift Work project received £3.3k to fund additional signage and way markers.			
94456 Spital Hill Public Art The project is to be increased by £3.3k from S106 monies to fund artist designed children's seats in response to public consultation who wanted more family friendly elements within Ellesmere Green.	Variation	3.3	Covered by the original strategy

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SHEFFIELD CITY COUNCIL

Cabinet

Report of:	Paul Billington
Report to:	Cabinet
Date:	February 19 2014
Subject:	Investment in sports facilities

Summary:

This report seeks Cabinet approval for the City Council to invest £3.5m capital into a £24m city programme for renewing and improving the city's sports facilities. This is the most significant sports investment programme in the city in a generation and has the triple aim of improving facilities, improving health and reducing running costs.

Specifically, the reports seeks approval for the City Council to invest £2.5m in a new swimming and health facility for the north of the city in High Green and to invest £1m in a renewed and extended Graves Tennis and Leisure Centre (Graves TLC) on its existing site for the south of the city. The new facility in the north will replace the swimming pools at Stocksbridge and Chapeltown, with the latter continuing to operate until the new facility opens in 2015.

The City Council faces its biggest ever challenge in terms of dramatically reducing budgets – including those for sports facilities. By contrast, there are significant new opportunities for external capital investment in facilities. The proposed strategy is therefore '*invest to save and grow participation*' i.e. replace facilities that are high cost, under-utilised or nearing the end of their life and invest in lower cost and higher qualities facilities which will increase participation and therefore improve health. Particular focus will be placed upon attracting low participant groups to the new facilities and particularly those suffering from poor health.

The strategy has been drawn up with two national partners – Sport England and the National Centre for Sport and Exercise Medicine (NCSEM); the latter having received Olympic Legacy capital funding

from the Department of Health. The strategy is also supported within the city by Sheffield City Trust and Ecclesfield Parish Council. All of these partners are potential funders of the strategy, alongside further potential funding at Graves from national governing bodies of sport.

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Reasons for Recommendations:

The recommendations are based on a facilities investment strategy which will achieve the triple aim of improving facilities, improving health and reducing running costs. The strategy has therefore attracted the support of a number of national and city partners and will trigger a £24m investment programme.

The City Council faces its biggest ever challenge in terms of dramatically reducing budgets – including those for sports facilities. By contrast, there are significant new opportunities for external capital investment in facilities. The proposed strategy is therefore '*invest to save and grow participation*' i.e. replace facilities that are high cost, under-utilised or nearing the end of their life and invest in lower cost and higher qualities facilities which will increase participation and therefore improve health. Particular focus will be placed upon attracting low participant groups to the new facilities and particularly those suffering from poor health.

Recommendations:

Cabinet is recommended to:-

1. note and approve the facilities investment strategy set out in this report and in particular agree the development of North Active and Graves Tennis and Leisure Centre;
2. note that, as part of the Council's capital approval process, capital investment proposals to invest £1m at Graves and construct the £7.1m scheme at Thorncliffe have been submitted to Cabinet as part of the Month 8 Finance report. This report also sets out the conditions of the external funding grants and seeks approval to enter into contracts to accept the funding;
3. note that future running expenditure will be approved via the 2015/2016 budget setting process;
4. delegate to the Executive Director of Place in consultation with the Director of Commercial Services approval of the Procurement Strategy for the works required for North Active;
5. delegate to the Executive Director of Place in consultation with the Director of Legal and Governance, Director of Finance and Director of Capital and Major Projects the authority to award and finalise the terms of a contract for the works at North Active;
6. delegate to the Executive Director of Place in consultation with the Director of Commercial Services approval of the Procurement Strategy for the future operation of North Active;
7. delegate to the Executive Director of Place in consultation with the Director of Legal and Governance the authority to award and finalise the terms of a contract for the operation at North Active;

8. delegate to the Director of Place in Consultation with the Director of Legal and Governance and the Director of Finance authority to enter into agreements for external funding into the Council for the purpose of meeting the costs at North Active and to approve the terms of such funding agreements;

9. delegate to the Director of Place in Consultation with the Director of Legal and Governance and the Director of Finance authority to enter into agreements with SCT (or any group company) to provide funding (by grant, loan or otherwise) for Graves TLC and to approve the terms of that funding;

10. delegate to the Director of Place in Consultation with the Director of Legal and Governance and the Director of Finance authority to take such other steps as he may deem appropriate to achieve the outcomes in this report.in relation to the North Active and Graves TLC projects.

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Background Papers:

- Cabinet report on Don Valley Stadium April 10 2013
- North Active Consultation Summary Report

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES   Cleared by: Paul Schofield
Legal Implications
YES   Cleared by: David Hollis
Equality of Opportunity Implications
YES
Tackling Health Inequalities Implications
YES
Human rights Implications
NO:
Environmental and Sustainability implications
YES
Economic impact
YES
Community safety implications
NO
Human resources implications
NO
Property implications
YES
Area(s) affected
North and South
Relevant Cabinet Portfolio Leader
Cllr Isobel Bowler
Relevant Scrutiny Committee if decision called in
Economic and Environmental Wellbeing Scrutiny and Policy Development Committee
Is the item a matter which is reserved for approval by the City Council?
NO
Press release
YES

INVESTMENT IN SPORTS FACILITIES

1.0 **SUMMARY**

1.1
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This report seeks Cabinet approval for the City Council to invest £3.5m capital into a £24m city programme for renewing and improving the city's sports facilities. This is the most significant sports investment programme in the city in a generation and has the triple aim of improving facilities, improving health and reducing running costs.

1.2 Specifically, the reports seeks approval for the City Council to invest £2.5m in a new swimming and health facility for the north of the city in High Green and to invest £1m in a renewed and extended Graves Tennis and Leisure Centre (Graves TLC) on its existing site for the south of the city. The new facility in the north will replace the swimming pools at Stocksbridge and Chapeltown, with the latter continuing to operate until the new facility opens in 2015.

1.3 The City Council faces its biggest ever challenge in terms of dramatically reducing budgets – including those for sports facilities. By contrast, there are significant new opportunities for external capital investment in facilities. The proposed strategy is therefore '*invest to save and grow participation*' i.e. replace facilities that are high cost, under-utilised or nearing the end of their life and invest in lower cost and higher qualities facilities which will increase participation and therefore improve health. Particular focus will be placed upon attracting low participant groups to the new facilities and particularly those suffering from poor health.

1.4 The strategy has been drawn up with two national partners – Sport England and the National Centre for Sport and Exercise Medicine (NCSEM); the latter having received Olympic Legacy capital funding from the Department of Health. The strategy is also supported within the city by Sheffield City Trust and Ecclesfield Parish Council. All of these partners are potential funders of the strategy, alongside further potential funding at Graves from national governing bodies of sport.

2.0 **WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE**

2.1 Capital investment of £3.5m by the City Council will deliver the biggest investment programme – around £24m - in the city's sports facilities since the late 1980s. What's more, the Council's investment will trigger unprecedented leverage of external funding and result not only in improved facilities, but also lower cost and more sustainable facilities which will increase participation levels and create a health legacy for the city.

2.2 City Council investment will also be a major step forward in terms of integrating recreation and health services and this seamless approach aims to ensure that health and fitness opportunities are taken up by those who are currently inactive and who often suffer associated poor health.

2.3   Finally, the £24m programme will have significant economic impact in terms of both the development phase (e.g. construction jobs and supply chain opportunities) and of course additional sustained employment in the future management and operation of the facilities. Wherever possible, the City Council will seek to maximise the positive economic impact within the city and the immediate local communities.

3.0   OUTCOME AND SUSTAINABILITY

3.1   The outcome of the proposed investment is the development of two major facilities serving the north and south of the city which will replace 3 current facilities which are high cost, under-utilised and/or nearing the end of their economic life. The replacement facilities will operate at much lower cost and offer far greater quality and therefore increase visit levels and improve the health of the communities they serve.

3.2   In terms of the Council's strategic objectives, the investments will make a major contribution to making Sheffield a great place to live and to improving the city's health.

4.0   CONSULTATION

4.1   The City Council and Ecclesfield Parish Council jointly embarked on a 6 week consultation period, running from 7th December 2013 to 17th January 2014. The consultation processes captured the views and opinions of users and trustees of Chapeltown Baths, local residents, businesses, local young people, schools, stakeholders and potential users of the new facility. The City Council has committed to set up a regular meeting of stakeholders to ensure on-going dialogue as the project develops.

4.2   Specific consultation methods included:

- Detailed information about the proposals on SCC's webpage and access to the online consultation questionnaire.
- Local information/consultation points established at Chapeltown Baths, Chapeltown and Stocksbridge Libraries, Ecclesfield Parish Council Office and Stocksbridge Leisure Centre.
- Consultation report produced by the North Youth Council to capture the views of local young people
- Public meetings held in both High Green and Chapeltown (5 sessions in total)
- Chapeltown Baths user group consultation evening
- Key stakeholder group consultation evening
- Consultation with the Healthy Highgreen Network

4.3   During the consultation period information was emailed to over 1000 people, over 100 people attended face to face consultation sessions and approximately 130 questionnaires were completed (76 questionnaires were completed online).

4.4   A report outlining the findings of the consultation exercise will be made available on the Council web pages. The report will also be emailed to everyone who provided contact details during the consultation process.

4.5   Throughout the consultation period people were asked to focus on the benefits they think a new facility would bring and any areas of concern they would like the Council to address. A summary of the key responses received are as follows:

4.6   <u>Perceived Benefits</u>

- The investment in new facilities in High Green will act as a catalyst for further investment in the area including the development of outdoor sports.
- A modern purpose built facility will increase participation and usage.
- The new facility will help to bring the communities of Chapeltown and High Green together.
- The new facility will be more economical and environmentally friendly.
- Development will bring increased trade for local businesses.
- Increased provision and choice of fitness classes in the local area.
- New facility will help to address health inequalities in a deprived area
- A bigger pool and separate learner pool will enable an increase in the provision of swimming lessons in the area.
- Development of the facility will help to deliver much needed improvements to the road layout on Pack Horse Lane

4.7   <u>Issues to be considered</u>

<u>Question</u> – Will the new facility be more expensive than Chapeltown Baths? (cost of swimming, swimming lessons, gym membership etc.)
<u>Response</u> – this will be a key consideration when tendering for an operating company for the new facility. SCC will have an input into the pricing strategy for the new facility and will ensure that the price is affordable for local people.

<u>Question</u> – How will the facility impact on outdoor sports and the delivery of the Thorncliffe Masterplan?
<u>Response</u> – The Council will continue to work with the outdoor sports groups to ensure that the positioning/orientation of the new facility has minimal impact on the outdoor sports provision. Current plans indicate that less than 10% of the green space will be affected; this is likely to impact on one football pitch. It is expected that the delivery of North Active project will provide opportunities for the Councils to draw down external funding for improvements to the outdoor sports areas.

<u>Question</u> – How will this proposal impact on properties adjacent to the new development?
<u>Response</u> – Officers are working closely with the Proximal Mortomley Lane Residents Group to ensure that their views are considered when developing detailed designs for the new facility. The group has been

made aware that they will have further opportunity to express their views on the proposed development when planning permission for the facility is considered

Question – How will public transport links from Chapeltown and the wider area to the new facility be addressed?
Response – The Council will approach SYPTE to discuss possible route options.

Question – What consideration will be given to the increase in traffic and narrow access on Pack Horse Lane?
Response – When progressing the proposal a detailed traffic survey will be undertaken to assess the potential increase in traffic in the area. Construction of the new facility will include the cost of improvements to the road layout in order to accommodate increased traffic flows on Pack Horse Lane.

Question – Why not use the funding to replace/refurbish Chapeltown Pool or Stocksbridge pool?
Response – Consideration was given to providing a replacement facility on the site of the existing pool at Chapeltown. However, the site is too small to accommodate anything bigger than a 5 lane pool, parking is already limited and the key funders of the new project were not able to fund a direct pool replacement on the Chapeltown site.

Similarly, funding partners were not able to invest in pool refurbishment or replacement in Stocksbridge; this is primarily due to the limited catchment area.

Question –Will there be Job losses at Chapeltown Baths?
Response – All staff employed at Chapeltown Baths will be offered a new contract of employment with the same terms and conditions at the new facility.

Question –What impact will the development will have on other local groups (e.g. Scouts/PACES)
Response – The current proposal will not impact on the Scouts building, there is a need to acquire a small proportion of their frontage to enable to access to the new facility – this will not impact on the Scouts business.

When developing a programme of activity for the new facility we will offer to work with HGDT to ensure that we do not duplicate activity and adversely affect their business.

Question –What security measures will be in place at the new facility? (Outdoor lighting, security cameras etc.)
Response – Security will be a key consideration when developing detailed designs for the new facility.

Question - Will the existing users of Chapeltown Pool transfer to the new pool?
Response – Consultation has already started with pool users and whilst the new pool will serve a wider area and therefore more customers than

the existing pool, everything will be done to accommodate the needs of existing users. In particular the needs of clubs will be met as far as possible.

5.0 **PROPOSALS**

5.1 The city's investment strategy covers four facilities; Council capital contributions to two of these are detailed and proposed in this report.

5.2 The first of the four facilities, the £325k investment in Woodbourn Stadium is already completed and the venue re-opened in October. More than 50% of the capital investment came from the combined funding of Sport England and England Athletics, with the balance from the City Council. The stadium provides high quality replacement athletics facilities for Don Valley Stadium and has allowed the Council to switch from a facility subsidy of £700k per year to a first-ever annual investment fund of £70k to develop and promote city athletics.

5.3 A second facility, Concord Sports Centre, will be extended and will open in the summer of 2014. The estimated £700k investment will be 100% funded by the NCSEM and will include the provision of health consultation rooms where medical and exercise advice and support will be offered and referrals into on-site programmes will be made. The aim is to further extend the reach of this important leisure centre into the local community and in particular bring new users to the venue who are likely to be inactive and therefore suffering related health problems. A non-medical setting will prove to be highly effective in engaging such users. The centre will become one of the satellite centres for the NCSEM network and the aim is to significantly impact on health improvement in the area.

5.4 The third facility is a proposed development primarily serving the north of the city. This forms part of a joint plan with Sport England whereby the high cost swimming pool at Stocksbridge and the ageing pool at Chapeltown are both replaced with a new 25 metre x 6 lane swimming pool and a dedicated learner pool; together with a fitness suite; exercise/dance studios and a suite of health consultation rooms (similar to those at Concord). This £7m facility will also form part of the NCSEM network with health services delivered on site alongside physical activity and sport. This integration of health and activity has given rise to the working title of '*North Active*'.

5.5 The proposed location for North Active is Thorncliffe Recreation Ground in High Green. The site has three key advantages: a) it serves a significant catchment population; b) it is large enough to accommodate the development with limited adverse impact on existing activities and c) it already offers extensive outdoor facilities and so creates the opportunity for a '*sports park*' offering a wide range of indoor and outdoor activities.

The indoor facility will take only a small portion of the recreation ground and is likely to impact on only one football pitch. The project design will aim to minimise the loss of greenspace and the City Council is committed to working with the sports clubs to find the best solutions.

5.6 The opening of North Active in late 2015 will coincide with the closure of Chapeltown Pool and trigger the seamless transfer of staff and users. Ecclesfield Parish Council is the owner of Chapeltown Pool and has already taken an in principle decision to close the pool at the point that the new facility opens. The Parish commitment to the project is in part based on the fact that High Green is an area of deprivation and relatively poor health. The new development will be led by the City Council with the operational management subject to an open tender process prior to opening. The facility will be accessed off Pack Horse Lane and will have dedicated on site car parking and the project will include long-awaited highway and pedestrian improvements to the lane.

5.7 The City Council will work closely with a range of partners in the development of the facility – most notably Sport England, NCSEM, Ecclesfield Parish Council, the Chapeltown Baths Community Business (which currently operates Chapeltown Pool) and the consortium of outdoor sports clubs. In addition, the Council will continue to consult with Chapeltown Pool user groups and customers; 4SLC, Stocksbridge Town Council, local schools; High Green Development Trust and the Scouts (who have a base adjacent to the recreation ground).

5.8 The strategy's fourth and largest project will be the redevelopment of Graves Tennis and Leisure Centre serving the south of the city. This has long been a key objective for the City Council but has suffered several abortive schemes over many years. The redevelopment has the support of Sport England and will form the headquarters of the NCSEM network.

5.9 The £14m Graves project will include a 25 metre x 6 lane swimming pool; a dedicated learner pool; a major fitness suite and exercise/dance studios; the option of additional indoor tennis courts, a regional gymnastics centre, a pre-school (physical) activity and movement centre, ten pin bowling and an extensive and unique range of NCSEM programmes including clinical services, sport and exercise specialists and health and rehabilitation services.

5.10 The facility is currently leased to Sheffield City Trust who will therefore lead the development and subsequently operate it via a subsidiary. The new development will open in the second half of 2015.

5.11 Graves will retain its outdoor grass pitches and tennis courts. The ageing sports hall will not be replaced, but gymnastics and martial arts will transfer to the new on-site gymnastics centre and badminton and 5-a-side football customers will be offered a suitable transfer to alternative sports hall provision– most notably at the neighbouring Meadowhead School.

6.0 **FINANCIAL IMPLICATIONS**

6.1 The estimated capital cost of North Active is £7.1m and this is based as appropriate on Sport England's Affordable Community Swimming Pools Model. The project has received financial support from NCSEM of £2.3m and an in principle offer of £0.6m from Ecclesfield Parish Council. In

addition, an application has been made to Sport England's Iconic Fund for £1m. This is linked to a potential further Sport England application to support the integrated development of outdoor sports on the site.

6.2 It is proposed that the City Council's contribution to this project is £2.5m, with external funding of £3.9m. The £700k outstanding balance, if required, will be supported by City Council borrowing, with the annual repayments of around £46k already factored into the facility's business plan.

6.3 Until the withdrawal of subsidy to Stocksbridge Leisure Centre, the City Council and Ecclesfield Parish Council paid a combined subsidy of £466k in support of Stocksbridge Leisure Centre and Chapeltown Pool. Stocksbridge was 100% funded by the City Council at £400k and Chapeltown Pool is jointly funded at £66k, including £36k from the City Council. None of these payments included any specific contributions towards on-going repairs and replacements (lifecycle costs). The estimated operating cost of North Active is around £100k including annual lifecycle costs and the potential borrowing cost of £45k. The £100k has been factored into the City Council's 2015/16 budget and will be part offset by the transfer of £36k when Chapeltown Pool is closed.

6.4 The estimated capital cost of the Graves development is £14m and this is based as appropriate on Sport England's Affordable Community Swimming Pools Model. NCSEM has selected Graves as its Sheffield headquarters and as such has offered a contribution of £5m. In addition, an application has been made to Sport England's Iconic Fund for £2.25m. Contributions are being negotiated with British Gymnastics and the Lawn Tennis Association and the draft business plan provides for borrowing of £4.25m by the City Trust. It is proposed that the City Council makes a contribution of £1m to this project to complete the required funding package. In addition, an estimated contribution of £0.5m is included from the future value of the existing pool/sports hall site.

6.5 Graves TLC currently requires a subsidy of around £400k from the City Council. Following redevelopment the expectation is that the subsidy will reduce to zero as a result of much reduced operating costs and significantly increased income.

7.0 **LEGAL IMPLICATIONS**

7.1 The Local Government (Miscellaneous Provisions) Act 1976 permits the Council to provide such recreational facilities as it thinks fit which includes:
(a) indoor facilities consisting of sports centres, swimming pools, skating rinks, tennis, squash and badminton courts, bowling centres, dance studios and riding schools; .
(b) outdoor facilities consisting of pitches for team games, athletics grounds, swimming pools, tennis courts, cycle tracks, golf courses, bowling greens, riding schools, camp sites and facilities for gliding; .
(c) facilities for boating and water ski-ing on inland and coastal waters and for fishing in such waters;
(d) premises for the use of clubs or societies having athletic, social or

recreational objects; .

(e) staff, including instructors, in connection with any such facilities or premises as are mentioned in the preceding paragraphs and in connection with any other recreational facilities provided by the authority; .

(f) such facilities in connection with any other recreational facilities as the authority considers it appropriate to provide including, without prejudice to the generality of the preceding provisions of this paragraph, facilities by way of parking spaces and places at which food, drink and tobacco may be bought from the authority or another person.

7.2   The same legislation also allows the Council to contribute by way of grant or loan towards the expenses incurred or to be incurred by any voluntary organisation in providing such recreational facilities. In doing so it must ensure that procurement law and state aid law are complied with.

7.3   Where the local authority provides these recreational facilities directly, various legislation allows it to do so by way of a contract with a third party and in doing so it must ensure that the Best value obligation and procurement law are complied with.

8.0   **ALTERNATIVE OPTIONS CONSIDERED**

8.1   The facilities investment strategy considered a number of alternative options. The first strategic choice was made in 2013 in relation to the future of Don Valley Stadium. The rationale for its closure was based not only on the £700k saving on annual operating costs and the avoidance of alternatively having to close several community pools to achieve the same level of saving, but also the capital cost of stadium repairs – estimated at £1.6m and rising to £4m in future years.

8.2   Given the City Council's limited availability of capital funds, the choice therefore was to spend up to £4m to repair one facility (Don Valley Stadium) – with limited consequent savings on running costs, no expected resulting increase in participation and no prospects of any contributions from external funders – or invest £3.65m to trigger a £24m investment programme in four redeveloped/new facilities (Woodbourn, Concord, Graves and North Active) – with major savings on running costs, significant increases in participation and unprecedented leverage of external capital. The simple choice was therefore between '*invest to stand still'* at DVS or '*invest to save and grow participation*' in four facilities.

8.3   It is perhaps not surprising that the compelling case for the £24m investment programme has won the strategic support of both Sport England and NCSEM.

8.4   In terms of North Active – the alternative of refurbishing Chapeltown Pool has been considered. However, it is already over 50 years old and is nearing the end of its economic life; refurbishment or even a like-for-like pool replacement will not attract external capital; the current pool is too small to serve as the single district pool for the north and the site is too small to build the required district pool and associated fitness/health facilities. The choice therefore is either a new pool now or face the risk of

no pool in the near future.

8.5 Similarly, the option of refurbishing Stocksbridge pool or building a new pool in Stocksbridge has been considered. However, an independent consultants' study in 2013 (commissioned by Sport England and the City Council) concluded that refurbishment would provide only a '*relatively short to medium term solution*' and would be '*unlikely to offer value for money*'. Furthermore, refurbishment would not attract external capital and would still result in a pool with significant operating costs. Unfortunately, the limited catchment population served by a potential new facility in Stocksbridge is such that Sport England and NCSEM have confirmed they would be unable to contribute any capital funds.

9.0 REASONS FOR RECOMMENDATIONS

9.1 The recommendations are based on a facilities investment strategy which will achieve the triple aim of improving facilities, improving health and reducing running costs. The strategy has therefore attracted the support of a number of national and city partners and will trigger a £24m investment programme.

9.2 The City Council faces its biggest ever challenge in terms of dramatically reducing budgets – including those for sports facilities. By contrast, there are significant new opportunities for external capital investment in facilities. The proposed strategy is therefore '*invest to save and grow participation*' i.e. replace facilities that are high cost, under-utilised or nearing the end of their life and invest in lower cost and higher qualities facilities which will increase participation and therefore improve health. Particular focus will be placed upon attracting low participant groups to the new facilities and particularly those suffering from poor health.

10.0 RECOMMENDATIONS

Cabinet is recommended to:-

1. note and approve the facilities investment strategy set out in this report and in particular agree the development of North Active and Graves Tennis and Leisure Centre;
2. note that, as part of the Council's capital approval process, capital investment proposals to invest £1m at Graves and construct the £7.1m scheme at Thorncliffe have been submitted to Cabinet as part of the Month 8 Finance report. This report also sets out the conditions of the external funding grants and seeks approval to enter into contracts to accept the funding;
3. note that future running expenditure will be approved via the 2015/2016 budget setting process;
4. delegate to the Executive Director of Place in consultation with the Director of Commercial Services approval of the Procurement Strategy for the works required for North Active;
5. delegate to the Executive Director of Place in consultation with the Director of Legal and Governance, Director of Finance and Director of

Capital and Major Projects the authority to award and finalise the terms of a contract for the works at North Active;

6. delegate to the Executive Director of Place in consultation with the Director of Commercial Services approval of the Procurement Strategy for the future operation of North Active;

7. delegate to the Executive Director of Place in consultation with the Director of Legal and Governance the authority to award and finalise the terms of a contract for the operation at North Active;

8. delegate to the Director of Place in Consultation with the Director of Legal and Governance and the Director of Finance authority to enter into agreements for external funding into the Council for the purpose of meeting the costs at North Active and to approve the terms of such funding agreements;

9. delegate to the Director of Place in Consultation with the Director of Legal and Governance and the Director of Finance authority to enter into agreements with SCT (or any group company) to provide funding (by grant, loan or otherwise) for Graves TLC and to approve the terms of that funding;

10. delegate to the Director of Place in Consultation with the Director of Legal and Governance and the Director of Finance authority to take such other steps as he may deem appropriate to achieve the outcomes in this report.in relation to the North Active and Graves TLC projects.

Paul Billington
Director of Culture and Environment

SHEFFIELD CITY COUNCIL
Cabinet Report

Report of: Executive Director - Communities

Date: 19th February 2014

Subject: Voluntary Sector Grant Aid Budget 2014-15

Author of Report: Martin Hughes, Locality Team Manager, Communities

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Summary:

1.1   The report focuses on the allocation of the Voluntary Sector Grant Aid Budget for 2014/15. This is a transitional year and the report proposes that a full review of the current Voluntary Sector Grant Aid criteria and processes takes place between January and June 2014, which will form part of wider assessment of how the Council invests in the VCF Sector in future years.

1.2   The proposed Voluntary Sector Grant Aid budget for 2014/15 is **£1,994,950**. This has been prepared on the basis of the budget proposal to be considered at Council at its meeting on 7th March 2014 less in-year cash limit adjustments and minus 15%.

1.3   Our proposed approach to making these savings is to focus our funding for voluntary sector organisations on those areas where the VCF sector is best placed to deliver around Tackling Poverty and Increasing Social Justice.

1.4   For 2014/15, Grant Aid will prioritise activity that we know has a direct benefit and works. This will mean continuing to support the delivery of Citizen Advice Services by the newly established Sheffield Citizen Advice and Law Centre (SCALC), the provision of Lunch Clubs provided by older people for older people across the City, support for VCF infrastructure services and a discretionary budget to support activity by the VCF sector that helps the most vulnerable. We won't be funding new projects, and we are likely to have to stop funding some activity which we currently fund that either doesn't address the needs of our most vulnerable people, or where alternative funding sources have been identified.

1.5   Voluntary Sector Grant Aid is split into two funds -
   • Lunch Clubs Small Grants Fund
   • Voluntary Sector Grants Fund (three themes)

- Tackling Poverty and increasing Social Justice
- Supporting the Voluntary Sector to thrive and deliver
- Promoting Social and Financial Inclusion

1.6 The purpose of this report is to seek approval for recommended investment in the voluntary and community sector for 2014-15 from the Voluntary Sector Grant Aid Budget. This budget is subject to approval of the Council budget for 2014-15 to be adopted at Council on 7th March 2014.

1.7 The Council's Voluntary Sector Grant Aid budget is managed by the Voluntary Sector Liaison Team that forms part of the Locality Management Team within Community Services, which is part of the Communities portfolio. This report deals with the arrangements for the Lunch Clubs Fund and the Voluntary Sector Grants Fund in 2014-15. Detailed recommendations for awards are contained in Appendix 1.

1.8 In reaching the recommendations proposed in Appendix 1 attention has been given to ensuring that the organisations to be funded are fit for purpose in terms of governance, service delivery and financial viability and that the investment represents good value in terms of outcomes for service users.

Reasons for Recommendations:

The allocation of this funding will fundamentally contribute to the Council's Strategic Outcomes around 'Tackling Poverty and Increasing Social Justice'. In addition it will contribute to the following objectives –
- A Strong and Competitive Economy
- Better Health & Wellbeing
- Successful Children and Young People
- Safe and Secure Communities
- A Great Place to Live
- An Environmentally Responsible City

In addition, the allocation of this funding will contribute to the Fairness Commission's recommendations around -
- Health & Wellbeing for All
- Fair Access to High Quality Jobs and Pay
- Fair Access to Benefits and Credit
- Housing and a Better Environment
- A Safe City
- What Citizens and Communities can do

Recommendations:

1. Cabinet is asked to approve that a full review of the current Voluntary Sector Grant Aid criteria and processes takes place between January and June 2014, which will form part of wider assessment of how the Council invests in the VCF Sector from 2015/16 onwards.

2. Cabinet is asked, having had due regard to the provisions of Sections 149 and 158 of the Equality Act 2010 and Section 17 of the Crime and Disorder Act 1998, and to the issues raised by those provisions, to approve the grant award recommendations listed in Section 4 of this report, and detailed further in Appendix 1.

3. Cabinet is asked to endorse the award process described in Appendix 2 and to approve the actions, arrangements and recommendations at Sections 4 and 11, and the following specific delegations:-

(a) The Director of Housing is authorised:-

(i) to administer the Lunch Clubs Small Grants Fund as described in Appendix 1;

(ii) to agree the terms of and authorise the completion of all funding agreements relating to grants made from the Lunch Clubs Small Grants Fund and the Voluntary Sector Grants Fund, together with any other associated agreements or arrangements that they may consider appropriate, provided that if the terms of a proposed funding agreement involve the variation of any standard terms previously agreed by Internal Audit and / or Legal Services the agreement shall not be completed without the consent of the Chief Internal Auditor and the Director of Legal and Governance;

(iii) where (a) a change of circumstance affects the ability of an organisation to deliver the purpose of the grant awarded, (b) the Director considers the performance of the organisation to be below an acceptable standard or (c) an organisation has breached any of the award conditions contained in their funding agreement, to review, adjust or suspend grant awards;

(b) The Director of Housing, in consultation with Cabinet Member for Communities and Inclusion, is authorised:-

(i) to allocate up to £15,000 to further support infrastructure services in the second 6 month period (1st October 2014 – 31st March 2015).

(iii) to agree the amounts, purposes and recipients of any individual grants awarded in year from the Grant Funds including any additional sums received or returned or unpaid funds

(iii) where (a) a change of circumstance affects the ability of an organisation to deliver the purpose of the grant awarded or (b) the Director considers the performance of the organisation to be below an acceptable standard or (c) an organisation has breached any of the award conditions contained in their funding agreement, to withdraw grant awards.

Background Papers: NONE

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES   Cleared by: Liz Orme
Legal Implications
YES   Cleared by: Andrew Bullock
Equality of Opportunity Implications
YES Cleared by: Phil Read
Tackling Health Inequalities Implications
NO
Human rights Implications
NO:
Environmental and Sustainability implications
NO
Economic impact
NO
Community safety implications
YES
Human resources implications
NO
Property implications
NO
Area(s) affected
Citywide
Relevant Cabinet Portfolio
Cllr. Mazher Iqbal – Communities and Social Inclusion
Relevant Scrutiny Committee if decision called in
Safer & Stronger Communities
Is the item a matter which is reserved for approval by the City Council?
NO
Press release
YES

Voluntary Sector Grant Aid Budget 2014-15

1.0   Summary

1.1   The report focuses on the allocation of the Voluntary Sector Grant Aid Budget for 2014/15. This is a transitional year and the report proposes that a full review of the current Voluntary Sector Grant Aid criteria and processes takes place between January and June 2014, which will form part of wider assessment of how the Council invests in the VCF Sector in future years.

1.2   The proposed Voluntary Sector Grant Aid budget for 2014/15 is **£1,994,950**. This has been prepared on the basis of the budget proposal to be considered at Council at its meeting on 7th March 2014 less in-year cash limit adjustments and minus 15%.

1.3   Our proposed approach to making these savings is to focus our funding for voluntary sector organisations on those areas where the VCF sector is best placed to deliver around Tackling Poverty and Increasing Social Justice.

1.4   For 2014/15, Grant Aid will prioritise activity that we know has a direct benefit and works. This will mean continuing to support the delivery of Citizen Advice Services by the newly established Sheffield Citizen Advice and Law Centre (SCALC), the provision of Lunch Clubs provided by older people for older people across the City, support for VCF infrastructure services and a discretionary budget to support activity by the VCF sector that helps the most vulnerable. We won't be funding new projects, and we are likely to have to stop funding some activity which we currently fund that either doesn't address the needs of our most vulnerable people, or where alternative funding sources have been identified.

1.5   Voluntary Sector Grant Aid is split into two funds -
- Lunch Clubs Small Grants Fund
- Voluntary Sector Grants Fund (three themes)
    - Tackling Poverty and increasing Social Justice
    - Supporting the Voluntary Sector to thrive and deliver
    - Promoting Social and Financial Inclusion

1.6   The purpose of this report is to seek approval for recommended investment in the voluntary and community sector for 2014-15 from the Voluntary Sector Grant Aid Budget. This budget is subject to approval of the Council budget for 2014-15 to be adopted at Council on 7th March 2014.

1.7   The Council's Voluntary Sector Grant Aid budget is managed by the Voluntary Sector Liaison Team that forms part of the Locality Management Team within Community Services, which is part of the Communities portfolio. This report deals with the arrangements for the Lunch Clubs Fund and the Voluntary Sector Grants Fund in 2014-15. Detailed recommendations for awards are contained in Appendix 1.

1.8   In reaching the recommendations proposed in Appendix 1 attention has been given to ensuring that the organisations to be funded are fit for purpose in

terms of governance, service delivery and financial viability and that the investment represents good value in terms of outcomes for service users.

2.0   What does this mean for Sheffield people

2.1   The grants recommended in Appendix 1 of this report will support activities and services that will directly benefit a wide range of vulnerable local citizens. Beneficiaries from the grants recommended in Appendix 1will include the following groups of vulnerable local people –
- Those in need of advice and advocacy services
- Households in financial need
- Older people
- Homeless people
- Adults with limited mobility who are unable to get out and about to engage in activities and services
- Ethnic minority women
- Refugees, asylum seekers and new arrivals
- Mental health service users
- Street drinkers
- Victims of sexual abuse

Organisations awarded a grant will be asked to monitor service use, to provide a diversity profile of their service users and report how they manage their user consultation and involvement.

2.2   The majority of the grants recommended in Appendix 1 will encourage significant opportunities for local people to contribute to the wellbeing of their communities by engaging in volunteering. They will support organisations providing quality training and the opportunity to gain experience that will enhance volunteers' skills and employability.

2.3   The grants recommended in Appendix 1 will enable local people to engage in active citizenship as trustees and management committee members shaping and guiding the development of these organisations and the services they provide.

2.4   The majority of the grants recommended in Appendix 1 will provide employment opportunities for local people by helping to sustain organisations that employ paid staff.

2.5   Included within the Voluntary Sector 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 2,000 and 2,500 older people will benefit from attending these clubs in 2014/15.

3.0   Outcome and Sustainability

3.1   The allocation of this funding will fundamentally contribute to the Council's Strategic Outcomes around 'Tackling Poverty and Increasing Social Justice'. In addition it will contribute to the following objectives –
- A Strong and Competitive Economy

- Better Health & Wellbeing
- Successful Children and Young People
- Safe and Secure Communities
- A Great Place to Live
- An Environmentally Responsible City

3.2 In addition, the allocation of this funding will contribute to the Fairness Commission's recommendations around -
- Health & Wellbeing for All
- Fair Access to High Quality Jobs and Pay
- Fair Access to Benefits and Credit
- Housing and a Better Environment
- A Safe City
- What Citizens and Communities can do

3.3 The grants recommended in this report will fulfil a number of functions, including providing core funding to sustain VCF organisations where alternative income streams are not available and enabling organisations to lever in other funding.

3.4 Based on previous monitoring returns it is estimated that the activity delivered by the organisations recommended for funding will be enhanced by around 4,000 hours of volunteer input each week.

3.5 The process to allocate the Voluntary Sector Grant Aid Fund has included a challenge to the VCF sector in how they make efficiency savings and radically change their operations in order to remain sustainable. This has particularly been the case in two areas –
- Advice Services – the merger of 12 independent Advice Centres to establish the Sheffield Citizens Advice and Law Centre (SCALC). To improve the advice offer in the city and given the reduction in funding available for advice services from a variety of sources, the Council has encouraged providers to merge into a single advice service for the city. The objectives of a single citywide service are:
  - To establish a high quality, comprehensive and consistent advice service for Sheffield
  - To ensure that face to face advice is available to anyone who needs it, recognising that advice need is concentrated in certain areas of the city
  - To ensure that advice is available through a range of channels (including on line self-help, telephone and face to face), and that the new service encourages people to become less reliant on intensive casework
  - To ensure that the advice needs of a range of vulnerable groups are met
- VCF infrastructure support – the further development of the FUSE Partnership, which is made up of a number of organisations that provide infrastructure support to the voluntary and community sector in the city. The aim of FUSE is to improve and streamline access to support for local groups and organisations, to deliver efficiency savings and help sustainability. In 2013-14, following on from the successful

pilot of a voucher scheme, funded through the Transforming Local Infrastructure Lottery funded project, Voluntary Sector Grant Funding was used to support a bursary fund to enable priority voluntary and community sector groups in the city to access services free at the point of delivery. This approach enabled the end user to choose the right package of support to meet their needs.

3.6   To complement the recent changes in locality based engagement the Council is also consulting on a new Equality Hubs Network for individuals and groups, who belong to a community of identity (COI) specifically identified as protected characteristics within the Equality Act 2010 who are currently under-represented in existing voice and influence arrangements.

3.7   Communities are often defined by the place they live, often single or small sets of neighbourhoods. However many people also feel part of communities around common issues or circumstances, such as those protected characteristics in the Equality Act 2010 disability, age, race, sex, sexual orientation, gender reassignment and want to join together and organise over larger geographical areas, such as city wide. The Network will provide opportunities for individuals and groups to engage with and work across communities and influence the Council. The Network will also save costs through streamlining the range of meetings currently held and there will be a simple and well-recognised mechanism for getting out to people.

3.8   It is intended to enable people from Sheffield's diverse communities to get access to and have regular engagement with decision makers and influence all areas of the Council's work. There will also be a small complimentary specific grant pot available to organisations working with COI which will focus on meeting the Councils Equality and Fairness Objectives 2014 -18 and to encourage joint working on shared issues.

4.0   Full Proposal

4.1   It is proposed that a full review of the current Voluntary Sector Grant Aid criteria and processes takes place between January and June 2014. This will form part of wider assessment of how the Council supports the VCF Sector via grants, which will -
- identify the viability of establishing a single pooled fund
- streamline the management of the funds
- align grants with corporate priorities and those identified by the VCF sector so that they are targeted at our most vulnerable communities
- Explore the validity of commissioning as part of a grants process that will achieve the objectives of the Council
- Offer a single 'gateway' and procedure (if slightly different processes) for the VCF sector and communities of interest.
- Ensuring clarity of communication and marketing.
The details of how this review will be conducted have yet to finalised, but it is envisaged that the mechanisms used will be co-produced with representatives from the VCF Sector. The outcome of the project may well be a single pooled budget from across the Council that can be used to invest in developing community resilience, social capital and community leadership, particularly within the VCF sector and with communities of identity.

4.2   The proposed Voluntary Sector Grant Aid budget for 2014/15 is **£1,994,950**. This has been prepared on the basis of the budget allocated by Council at its meeting on 1st March 2013 less in-year cash limit adjustments and minus 15%.

4.3   Voluntary Sector Grant Aid is split into two funds -
  - Lunch Clubs Small Grants Fund
  - Voluntary Sector Grants Fund (three themes)
    - Tackling Poverty and increasing Social Justice
    - Supporting the Voluntary Sector to thrive and deliver
    - Promoting Social and Financial Inclusion

The proposal and recommendations within this report have been submitted by the Grants Awards Recommendation Panel, which is made up of the Cabinet Member for Communities and Inclusion, his advisors and the head of Locality Management. Details of the whole process used to come to this proposal and recommendations can be seen in Appendix 2.

4.4   **Lunch Clubs Small Grants Fund** - The purpose of this fund is to promote the Council's strategy to support the independence, health and wellbeing of older people by making available a fund offering grants to lunch clubs. Further details on this fund can be seen in Appendix 1. The Grants Awards Recommendation Panel proposes that **£147,000** is allocated to a Lunch Clubs small grants fund.

4.5   **Voluntary Sector Grants Fund** – this fund has three themes

  a) **Tackling Poverty and Increasing Social Justice** – this theme focuses on city-wide Advice and was not advertised. The Grants Awards Recommendation Panel proposes that funding be allocated to the following two organisations.

  i)   Sheffield Citizens Advice and Law Centre
       During the first 6 months of 2013-14, Advice Services were funded as individual organisations provided they were committed to working towards integrating into the citywide service. During this time, most independent advice organisations decided to merge into a single organisation, Sheffield Citizens Advice and Law Centre (SCALC). This organisation applied for funding in September 2013 and was awarded a grant for the period 1st October 2013- 31st March 2014 by the Director, Policy, Partnership and Research, in consultation with Cabinet Member for Communities and Inclusion, in accordance with delegated powers contained in the Cabinet Report: *Voluntary Sector Grant Fund Awards 2013-14*, 27th Feb 2013. Given the recent formation of Sheffield Citizen's Advice and Law Centre and having only just made a grant application it was decided that it would be unnecessarily burdensome to ask the organisation to make a fresh application for 2014-15 simultaneously with their application for the period 1st October 2013- 31st March 2014. Instead a decision was taken to continue funding in 2014-15 on condition that outputs, outcomes and milestones detailed in the Funding Agreement for 1st October 2013- 31st March 2014 is revised and refreshed in January 2014 for 2014/15. The

amount recommended by Panel to fund Sheffield Citizen's Advice and Law Centre is **£1,020,000**.

ii) Sheffield Credit Union
In 2012-13, Sheffield Credit Union was funded on the understanding that funding would be for a 33 month period under a tapered arrangement, subject to budget approval. An initial funding agreement for 21 months was awarded, beginning when the Voluntary Sector Grants Fund was started in July 2012-13. 2014-15 represented the final 12 months of the tapering arrangement. For this reason it was agreed that Sheffield Credit Union was not required to reapply for 2014-15. The funding arrangement and the organisation's performance were reviewed by an Officer and recommended for funding in line with the tapered arrangement. Therefore, the Grants Awards Recommendation Panel proposes that **£25,000** is allocated to Sheffield Credit Union.

b) **Supporting the Voluntary Sector to thrive and deliver -** This theme supports city-wide VCF infrastructure activity that ensures -
   i)   Local voluntary and community sector groups and organisations are able to access advice and support to develop their skills and capacity and are able to improve their prospects of developing and maintaining a diverse funding base so that they function effectively in line with best practice.
   ii)   Local voluntary and community sector groups and organisations are able to recruit the volunteers they need and to develop their skills and knowledge to manage volunteers to best practice standards.
   iii)   Older people's lunch clubs and activity groups operate safely and effectively, provide high quality activities for their members and are part of a thriving network that is well informed, responsive to changing needs and sustainable for future generations.

The Grants Award Recommendation Panel proposes that a single joint application is accepted to address points i) and ii). This is in line with continuing work with VCF infrastructure organisations to streamline the offer and make backroom efficiencies. The Panel recommends allocating **£170,000**. This will be split as follows -
- Voluntary Action Sheffield - £98,000
- South Yorkshire Community Foundation (inc. South Yorkshire Funding Advice Bureau) - £42,000
- Creative Pathways - £15,000 for the six month period 1st April – 30th September 2014
- Up to £15,000 ring-fenced to further support infrastructure services in the second 6 month period (1st October 2014 – 31st March 2015). Progress of all partners to be reviewed during the first 6 month period and awards in respect of the £15,000 ring fenced amount for the second six month period to be made in line with Council priorities, value for money and performance against outputs, outcomes and any conditions set.

In order to address point iii) the Grants Award Recommendation Panel further recommends that **£49,630** is allocated to the Voluntary Action Sheffield Lunch Club Development Project.

c) **Promoting Social and Financial Inclusion** - All applications under this theme needed to demonstrate that they were providing city-wide support for our most vulnerable adults and contributed to the need for them to reduce access to statutory services, such as social services or health services. Applications supporting the following groups of vulnerable people were prioritised, based on an analysis that these vulnerable groups did not receive significant funding from other council services –

- Households in financial need
- Homeless people
- Adults with limited mobility who are unable to get out and about to engage in activities and services
- Ethnic minority women
- Refugees, asylum seekers and new arrivals
- Mental health service users
- Street drinkers
- Victims of sexual abuse

A full list of the eligibility criteria can be seen in Appendix 3.

The Grants Award Recommendation Panel recommends the following grants that have been categorised into the various vulnerable groups that will be targeted.

Households in financial need - £95,780
- St. Vincent de Paul – £66,000
- Heeley City Farm - £29,780

Homeless people - £38,000
- Emmaus Sheffield – £23,000
- NOMAD Opening Doors – £15,000

Adults with limited mobility - £34,400
- Sheffield Community Transport - £20,400
- Shopmobility Sheffield - £14,000

Ethnic minority women - £93,970
- Roshni Asian Women's Resource Centre – £51,295
- Sheffield Association for the Voluntary Teaching of English– £42,675

Refugees and new arrivals - £76,645
- Voluntary Action Sheffield (New Beginnings) - £17,400
- City of Sanctuary - £24,245
- Pakistan Advice and Community Association - £35,000

Mental health service users - £58,775
- St. Wilfrid's - £48,275
- Mental Health Action Group – £10,500

Street drinkers - £53,650
- Ben's Centre – £53,650

Victims of sexual abuse - £84,900
- Young Women's Housing Project - £28,000
- Sheffield Rape and Sexual Abuse Centre - £56,900

Cross Cutting - £47,200
- Sheffield Chinese Community Centre - £27,000
- Sheffield & District African Caribbean Community Association - £20,200

4.6   Further details of recommended awards from the Voluntary Sector Grants Fund are attached to this report as Appendix 1, which provides brief details of the amount and purpose of the award being recommended. Each grant included in Appendix 1 will be the subject of a Funding Agreement that sets out the outputs, outcomes, milestones and conditions on which the funding is granted together with a budget of how the grant will be spent.   Every grant is subject to a set of standard grant conditions approved by Legal Services. It is proposed that authority to attach additional conditions to a grant be delegated to the Director of Housing where s/he considers these appropriate following the assessment process.

4.7   The majority of the awards recommended are for a period of 12 months. The grant to Creative Pathways is for 6 months. It is recommended that an amount of up to £15,000 is ring fenced to further support infrastructure services in the second 6 month period (1st October 2014 – 31st March 2015). How this is allocated will be contingent upon the outcome of a review of all organisations funded under the 'Supporting the voluntary sector to thrive and deliver' points 4b i) and ii) during the first 6 months. It is proposed that responsibility for carrying out and deciding the outcome of this review should be delegated to the Director of Housing in consultation with the Cabinet Member for Communities and Inclusion

5.0   Summary of Financial Implications

5.1   The total Voluntary Sector Grant Aid Budget for 2014-15 has been prepared on the basis of the budget allocated by Council at its meeting on 1st March 2013 less in-year cash limit adjustments and minus 15%.

5.2   As part of the Council's budget setting process an Equality Impact Assessment was completed in January 2014. The completion of the EIA was informed by consultation with the VCF Sector on the impact on different communities of identity (COI) as a result of the proposed budget reduction. The action plan associated with this Equality Impact Assessment identified that a robust and transparent assessment process would be used to ensure that applications for Voluntary Sector Grant Aid offer value for money and fit with the Council's current priorities. It will also take into account any budget reductions from other discretionary Council budgets that are used to support these organisations.

5.3   When assessing applications to the Voluntary Sector Grants Fund account has been taken of other funding from elsewhere in the Council that these organisations may be in receipt of, and the level of any reductions being applied to that funding.

5.4   Wherever relevant, support will be provided to local VCF organisations in their applications to other external funders. The proposed allocation to infrastructure support services will help to enable local VCF organisations to identify and apply for external funding.

5.5   The financial implications arising from the proposals contained within this report can be summarised as follows:

Lunch Clubs Fund	-	£147,000
Tackling Poverty and Increasing Social Justice	-	£1,045,000
Supporting the Voluntary Sector to thrive and deliver	-	£219,630
Promoting Social and Financial Inclusion	-	£583,320
Total	**-**	**£1,994,950**

5.6   Other sums may be received in year from other parts of the Council or other partners to be managed as part of the Voluntary Sector Grant Aid process to fund local voluntary sector activity. It is recommended that decisions to award grants in year from the Voluntary Sector Grant Aid budget, including any additional sums, returned or unpaid funds, be delegated to the Director of Housing in consultation with the Cabinet Member for Communities and Inclusion.

5.7   As with all public funding we need to ensure that we achieve good value for money from this investment and that our spending in the voluntary sector helps to achieve wider efficiencies that are crucial at this time of reducing budgets. Each grant will be the subject of a funding agreement that will stipulate the specific outputs and outcomes to be achieved by the organisation in return for the grant. Performance will be monitored against this agreement during the grant period

6.0   Legal Implications

6.1   The legal power for the Council to establish, administer and make awards from the various grant funds as described in this report is provided by the general power of competence contained in Section 1 of the Localism Act 2011. Subject to certain statutory restrictions, none of which apply in this case, Section 1 gives the Council "power to do anything that individuals generally may do".

6.2   In considering this report Cabinet must be mindful of the requirements imposed by the public sector equality duty enacted in Section 149 of the Equality Act 2010. Some of the proposals in this report involve the taking of action to assist persons sharing 'protected characteristics' within the meaning of the 2010 Act to overcome or minimise disadvantage or otherwise meet their needs. This is permitted by Section 158 of the Act 2010. More details are set out below in section 7 of this report.

6.3   Cabinet must also have due regard to the likely effect of the proposals on, and the need to do all that it reasonably can to prevent, crime and disorder, the misuse of drugs, alcohol and other substances and re-offending in its area (Section 17 of the Crime and Disorder Act 1998). More details are set out below in section 8 of this report.

6.4   The European Commission has considered the issue of whether public sector financial support for credit unions constitutes unlawful state aid and takes the view that in some circumstances it may do so. Sheffield Credit Union was funded on the understanding that funding would be awarded to Sheffield Credit Union for a 33 month period under a tapered arrangement, subject to budget approval. An initial funding agreement for 21 months was agreed in June 2012. The recommendation in this report is to award a grant of £25,000 as the last 12 months of the tapered arrangement. In making the original award agreed in June 2012, officers in Legal Services were of the view that the grant to Sheffield Credit Union would not be unlawful. The funding agreement that covers this grant contains appropriate provisions in relation to this issue agreed with Legal Services.

7.0   Equality Implications

7.1   Section 149(1), Equality Act 2010 (the 'public sector equality duty') places a statutory duty on the Council to 'have due regard' when exercising its functions to the need to:-
       (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
       (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
       (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

7.2   Section 149(3) goes on to provide that having due regard to the need to advance such equality of opportunity involves having due regard, in particular, to the need to:-
       (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
       (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and
       (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

7.3   For the purposes of Section 149 the relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

7.4   Section 149(6) recognises that compliance with the Section 149 duties may involve treating some persons more favourably than others. However, this does not to permit conduct that would otherwise be prohibited by or under the Act.

7.5 Section 158 provides that if the Council reasonably thinks that:-
   (a) persons who share a protected characteristic suffer a disadvantage connected to the characteristic,
   (b) persons who share a protected characteristic have needs that are different from the needs of persons who do not share it, or
   (c) participation in an activity by persons who share a protected characteristic is disproportionately low,
   then the Act does not prohibit the Council from taking any action which is a proportionate means of achieving the aim of:-
   (i) enabling or encouraging persons who share the protected characteristic to overcome or minimise that disadvantage,
   (ii) meeting those needs, or
   (iii) enabling or encouraging persons who share the protected characteristic to participate in that activity.

7.6 In considering the application assessments the Grants Award Recommendation Panel was mindful of the equalities impact of the decisions they were making. The grant application form asked applicants to identify potential users with protected characteristics and describe how they ensure open and equal access to their services. In formulating their recommendations to Cabinet and deciding whether or not to recommend an award, the Panel took into account this information.

7.7 Some of the proposed grants are to groups serving members of ethnic minority communities where the activity or service to be funded will enable ethnic minorities to overcome a disadvantage connected to their ethnicity or will encourage participation in an activity where engagement by black and ethnic minority people is disproportionately low. Some of the proposed grants are to organisations that provide single gender services, where the needs of women in relation to men are different. The Director of Housing is satisfied that all these proposed grants fall within the ambit of the positive action provisions of Section 158, and would be not only in line with the public sector equality duty, but examples of the Council's active compliance with this duty.

7.8 An Equality Impact Assessment has been completed for this report and a copy of this document is attached as Appendix 4. The Voluntary Sector Grant Aid budget is specifically aimed at supporting the local voluntary sector and as such has a positive impact on the sector. However, the budget overall is continuing to reduce by comparison with previous years, which means that there is less funding available for investment in the sector through grant aid at a time when other funding sources are also reducing. Fewer grants are recommended and the value of some of the grants recommended is less than might be the case if the budget was larger. This inevitably has a negative impact on the sector.

7.9 Demand is managed by identifying a limited range of priorities for the funding. These priorities are chosen to align with current Council priorities and are aimed to ensure that groups with protected characteristics are not excluded. The 'Promoting Social and Financial Inclusion' theme was more specific than compared to previous years. Therefore, all applications under the this theme needed to demonstrate that they were providing city-wide support for our most vulnerable adults and contributed to the need for them to reduce access to

statutory services, such as social services or health services. Applications supporting the following groups of vulnerable people were prioritised, based on an analysis that these vulnerable groups did not receive significant funding from other council services -

- Households in financial need
- Homeless people
- Adults with limited mobility
- Ethnic minority women
- Refugees, asylum seekers and new arrivals
- Mental health service users
- Street drinkers
- Victims of sexual abuse

The impact of the tightened them has been reflected in the Equality Impact Assessment that accompanies this Report.

7.10 Applicants are asked to identify in their application how they address the particular needs of groups with protected characteristics. In deciding which awards to recommend to Cabinet the Grant Awards Recommendation Panel took into account the overall funding position of the applicant and the likely impact of the award including the impact on people with protected characteristics. Attention was paid to applicants that could demonstrate a positive approach to managing services within a reduced funding environment including collaborations and mergers and other management efficiency savings, thus ensuring front line services remain protected and deliver best value for the money available.

7.11 Despite a difficult financial climate this report is recommending a significant investment into the VCF sector, which is then targeted at Sheffield's most vulnerable people. However, the proposed reduction in the budget will inevitably impact on all vulnerable groups. Throughout the process, organisations working with vulnerable groups have been asked to provide evidence of efficiency savings they are making in running costs and management costs to minimise the effect on service delivery.

7.12 Despite the proposed reduced level of investment, positive impacts have been identified among the range of awards recommended for older people, black and ethnic minority people, women, the voluntary community faith sector, financial exclusion and cohesion in the city. (See Appendix 4)

7.13 A range of organisations working with a variety of vulnerable groups have identified potential negative impacts as a result of the reduction in funding. Some have identified ways they can mitigate impacts such as increasing other fundraising efforts, using reserves and joint working with other organisations. Some organisations have said that they may have to reduce staff hours, and consequently opening hours, to enable them to manage the reduced funding available and in some cases due to the need to prioritise funding towards core running costs. (See Appendix 4)

7.14 Organisations funded from this budget will be asked to provide information about the diversity of their beneficiaries in their monitoring returns. This information will be collated and reported in an annual report for each fund.

These reports will be published on the Council website and notice of their publication is circulated to all elected members.

8.0   Community Safety Implications

8.1   Section 17 of the Crime and Disorder Act 1998 imposes a duty on the Council to exercise its functions with due regard to the likely effect on, and the need to do all that it reasonably can to prevent, crime and disorder (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances and re-offending in its area.

8.2   Among the awards recommended in Appendix 1 are awards to six organisations that deliver services that have a positive impact on community safety. These are Ben's Centre for Vulnerable People that works with and provides a place of safety for street drinkers; Sheffield Rape and Sexual Abuse Centre and the Young Women's Housing Project that work with victims of sexual abuse including child sexual abuse; and VAS New Beginnings, City of Sanctuary and Pakistan Advice and Community Association that work to promote positive community relations between the host community and refugees and asylum seekers.

8.3   None of the proposed awards is considered likely to have a negative impact on community safety.

9.0   HR Implications

9.1   Grant management including assessment, monitoring and reporting and the provision of advice and support to funded organisations will be undertaken within existing staff resources in 2014-15. There are no other additional Council human resource implications arising from the recommendations in this report.

10.0   Environmental Implications

10.1   There are no specific environmental implications arising from this report.

11.0   Recommendations

11.1   Cabinet is asked to approve that a full review of the current Voluntary Sector Grant Aid criteria and processes takes place between January and June 2014, which will form part of wider assessment of how the Council invests in the VCF Sector from 2015/16 onwards.

11.2   Cabinet is asked, having had due regard to the provisions of Sections 149 and 158 of the Equality Act 2010 and Section 17 of the Crime and Disorder Act 1998, and to the issues raised by those provisions, to approve the grant award recommendations listed in Section 4 of this report, and detailed further in Appendix 1.

11.3   Cabinet is asked to endorse the award process described in Appendix 2 and to approve the actions, arrangements and recommendations at Sections 4 and 11, and the following specific delegations:-

(a)   The Director of Housing is authorised:-

(i)   to administer the Lunch Clubs Small Grants Fund as described in Appendix 1;

(ii)   to agree the terms of and authorise the completion of all funding agreements relating to grants made from the Lunch Clubs Small Grants Fund and the Voluntary Sector Grants Fund, together with any other associated agreements or arrangements that they may consider appropriate, provided that if the terms of a proposed funding agreement involve the variation of any standard terms previously agreed by Internal Audit and / or Legal Services the agreement shall not be completed without the consent of the Chief Internal Auditor and the Director of Legal and Governance;

(iii)   where (a) a change of circumstance affects the ability of an organisation to deliver the purpose of the grant awarded, (b) the Director considers the performance of the organisation to be below an acceptable standard or (c) an organisation has breached any of the award conditions contained in their funding agreement, to review, adjust or suspend grant awards;

(b)   The Director of Housing, in consultation with Cabinet Member for Communities and Inclusion, is authorised:-

(i)   to allocate up to £15,000 to further support infrastructure services in the second 6 month period (1st October 2014 – 31st March 2015).

(iii)   to agree the amounts, purposes and recipients of any individual grants awarded in year from the Grant Funds including any additional sums received or returned or unpaid funds

(iii)   where (a) a change of circumstance affects the ability of an organisation to deliver the purpose of the grant awarded or (b) the Director considers the performance of the organisation to be below an acceptable standard or (c) an organisation has breached any of the award conditions contained in their funding agreement, to withdraw grant awards.

Richard Webb
Executive Director - Communities

APPENDIX 1

Voluntary Sector Grant Aid Budget
Proposed awards 1st April 2014 - 31st March 2015

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Lunch Clubs Small Grants Fund

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The purpose of this fund is to promote the Council's strategy to support the independence, health and wellbeing of older people by making available a fund offering grants to lunch clubs. Evidence shows that an active and positive old age reduces the likelihood of reliance on statutory services. The majority of lunch clubs are self-help groups run by and for older people and provide a forum to socialise, share a meal and undertake group activities. Membership comprises mainly people aged over 70 and increasing numbers of people in their 80s and 90s including a few aged over 100. The clubs take self-referrals and referrals from relatives and health and social care professionals. In 2012-13 over 2,000 older people attended a lunch club and the clubs delivered over 78,000 hot meals.

Applications to the Lunch Clubs Fund are invited from clubs on a year on year basis in advance of each financial year. All awards are under £10,000 and decisions are delegated to the Director of Housing on the recommendation of a Grant Awards Recommendation Panel convened for the purpose. Authority is delegated to the Director of Housing to determine how the grants are calculated and to vary awards from this Fund during the year because of a change in a lunch club's circumstances and to make new awards from any unallocated spend within the budget to clubs setting up. A full report of the awards made from this Fund is produced after the end of each financial year. This is circulated to elected members and published on the Council's website.

Recommendations
To allocate a Lunch Clubs Fund of £147,000 (plus any additional sums which may be received by the Council specifically for this purpose) for the period 1st April 2014 to 31st March 2015.

To confirm the delegated powers to administer the Fund set out above.

Voluntary Sector Grants Fund

Theme 1: Tackling poverty and increasing social justice.

Sheffield Citizens Advice and Law Centre
Charitable limited company founded in 2013 from the merger of 12 independent advice centres. Managed by a committee of 15. Provides a citywide advice service including drop-in services at outlets across the city, an appointment and home visiting service and an advice assessment phone line operating Monday – Friday 9-5pm.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £1,020,000 for the period 1st April 2014 to 31st March 2015 as a contribution towards the provision of a citywide advice service in line with outputs, outcomes and budget to be specified in a funding agreement. The city-wide Advice Service provision for 2015/16 will be commissioned and procured.

Sheffield Credit Union
Industrial and provident society founded in October 2004 and based in privately rented premises on Commercial Street. Managed by a Committee of 10. Provides a citywide credit union and financial services.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £25,000 for the period 1st April 2014 to 31st March 2015 as a contribution towards financial capability support alongside credit union financial services in line with outputs, outcomes and budget to be specified in a funding agreement.

Theme 2: Supporting the local voluntary sector to thrive and deliver

Joint application from Creative Pathways, South Yorkshire Community Foundation (inc. South Yorkshire Funding Advice Bureau) and Voluntary Action Sheffield
Infrastructure organisations in the city are continuing to work together to provide services for voluntary, community and faith sector organisations that are streamlined, accessible, customer efficient, value for money and affordable.

Recommendation
To make two awards for the twelve month period to South Yorkshire Community Foundation (inc. South Yorkshire Funding Advice Bureau) and Voluntary Action Sheffield as detailed below. To make one award for the first six month period to Creative Pathways as detailed below. To ring fence up to £15,000 from the Voluntary Sector Grants Fund to further support infrastructure services in the second six month period. To review progress of all partners awarded funding during the first six month

period and make awards in respect of the £15,000 ring fenced amount for the second six month period in line with Council priorities, value for money and performance against outputs, outcomes and any conditions set. A decision on the allocation of the £15,000 for the second six months will be made before the end of July 2014 using the specific delegations as detailed in section 4.7. Awards recommended are as follows:

Voluntary Action Sheffield
Charitable limited company founded in 1925 and based in its own premises at The Circle, Rockingham Lane. Managed by a committee of 10. Provides a range of infrastructure support services for voluntary, community and faith sector groups and organisations across the city, including payroll, accountancy, community development and volunteering opportunities. Also provides a training programme across a range of topics relevant to the voluntary sector. The Circle offers rented office space for organisations and meeting and training rooms for hire. VAS runs a Volunteer Centre that provides a brokerage service putting potential volunteers in touch with volunteering opportunities in the city and works with organisations to improve the quality of volunteer placements.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £98,000 for the period 1st April 2014 to 31st March 2015 as a contribution towards the provision of a volunteer centre; infrastructure support services including small group development; and the management of a bursary fund to enable priority groups to access services free at the point of delivery for Sheffield voluntary, community and faith sector organisations in line with outputs, outcomes and budget to be specified in a funding agreement

South Yorkshire Community Foundation
Charitable limited company founded in 1986 and based on Leeds Road, Attercliffe. Managed by a Committee of 16. In an arrangement with South Yorkshire Funding Advice Bureau (SYFAB) provides funding information, advice and training to front-line voluntary and community groups in Sheffield and across South Yorkshire which will complement existing fund raising and grant making.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £42,000 for the period 1st April 2014 to 31st March 2015 as a contribution towards a funding advice service for the Sheffield voluntary, community and faith sector in line with outputs, outcomes and budget to be specified in a funding agreement.

Creative Pathways
Charitable limited company founded in 2010 based in rented premises at Spartan House on Carlisle Street. Managed by a committee of 3. Provides infrastructure capacity building services to BME organisations and community development support for BME residents.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £15,000 for the 6 month period 1st April 2014 to 30th September 2014 as a contribution towards the provision

of infrastructure support services including fundraising, financial management, governance and legal advice for Sheffield voluntary, community and faith sector organisations in line with outputs, outcomes and budget to be specified in a funding agreement.

Voluntary Action Sheffield Lunch Club Development Project

Provides a support and development service for the network of older people's lunch clubs across the city including around 60 clubs that receive Council funding.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £49,630 for the period 1st April 2014 to 31st March 2015 as a contribution towards the development and support of older people's lunch clubs and activity groups in line with outputs, outcomes and budget to be specified in a funding agreement.

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Theme 3: Promoting social and financial inclusion

The proposed awards are listed alphabetically by name of organisation

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Ben`s Centre for Vulnerable People (Sheffield)
Charitable limited company founded in 1996 and based in premises on Orange Street off West Street. Managed by a Committee of 6. Provides a service for street drinkers 4 days a week offering a safe accessible environment where users can get food, clean clothes and information and advice about access to other services. Also provides activities and support to enable users to develop skills and become rehabilitated into the community.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £53,650 for the period 1st April 2014 to 31st March 2015 as a contribution towards work with vulnerable street drinkers in line with outputs, outcomes and budget to be specified in a funding agreement.

City of Sanctuary
Charitable limited company founded in 2005 and based in Victoria Hall on Norfolk Street. Managed by a Committee of 7. Provides awareness raising and cross cultural activities with the help of refugee and asylum seeker volunteers to encourage a culture of welcome, hospitality and mutual understanding.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £24,245 for the period 1st April 2014 to 31st March 2015 as a contribution towards work with refugees, asylum seekers and new arrivals in line with outputs, outcomes and budget to be specified in a funding agreement.

Emmaus Sheffield

Charitable limited company and affiliate member of Emmaus UK founded in 2000 and based in Sipelia Works on Cadman Street. Managed by a Committee of 10. Runs a self-supporting community for homeless people in Sheffield. The community offers a home, employment and a sense of belonging to residents, who refurbish and sell donated goods through an on-site shop and the internet.

Recommendation

To award a grant from the Voluntary Sector Grants Fund of £23,000 for the period 1st April 2014 to 31st March 2015 as a contribution towards the community companions project for homeless people in line with outputs, outcomes and budget to be specified in a funding agreement.

Heeley City Farm

Charitable limited company founded in 1981 and based at Council owned site on Richards Road. Managed by a Committee of 6. Runs an urban farm with training and educational activities including vocational courses for unemployed adults, an environmental education service and specific programmes for volunteers, young people and adults with learning disabilities. Houses the South Yorkshire Energy Centre.

Recommendation

To award a grant from the Voluntary Sector Grants Fund of £29,780 for the period 1st April 2014 to 31st March 2015 as a contribution towards work with vulnerable adults and developing life skills to reduce and manage household expenditure in line with outputs, outcomes and budget to be specified in a funding agreement.

Mental Health Action Group

Registered charity founded in 1992 and based in Council owned premises on Creswick Street. User-led organisation managed by a Committee of 12. Runs a drop-in centre offering group activities and support for people with severe mental health problems.

Recommendation

To award a grant from the Voluntary Sector Grants Fund of up to £10,500 for the period 1st April 2014 to 31st March 2015 as a contribution towards running a self help organisation for mental health service users in line with outputs, outcomes and budget to be specified in a funding agreement.

Nomad Opening Doors

Charitable limited company founded in 1989 and based at Council owned premises on Burngreave Road. Managed by a committee of 6. Provides tenancy support to prevent homelessness and enable vulnerable people to live more settled lives.

Recommendation

To award a grant from the Voluntary Sector Grants Fund of £15,000 for the period 1st April 2014 to 31st March 2015 as a contribution towards tenancy support in

privately rented accommodation to homeless people in line with outputs, outcomes and budget to be specified in a funding agreement.

Pakistan Advice and Community Association
Registered charity founded in 1993 and based in privately rented accommodation on Pagehall Road. Managed by a Committee of 13. Provides citizenship classes and other cohesion activities.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £35,000 for the period 1st April 2014 to 31st March 2015 as a contribution towards work to support community cohesion with a particular focus on new arrivals in line with outputs, outcomes and budget to be specified in a funding agreement.

Roshni Asian Women`s Resource Centre
Registered charity founded in 1992 and based in own shop front premises on London Road. Managed by a committee of 7. Provides a resource centre for Asian women across the city where women of all ages can access a varied programme of services and activities, including a mentoring service, information, advice and support sessions, advocacy, training, youth provision, cultural events and health and well-being activities.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £51,295 for the period 1st April 2014 to 31st March 2015 as a contribution towards work to develop opportunities and support services for ethnic minority women in line with outputs, outcomes and budget to be specified in a funding agreement.

Sheffield & District African Caribbean Community Association
Charitable limited company founded in 1955 and based in Council owned premises on the Wicker. Managed by a Committee of 12. Provides a base for activities to benefit the African-Caribbean community citywide.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £20,200 for the period 1st July 2012 to 31st March 2013 as a contribution towards services to the African Caribbean community in line with outputs, outcomes and budget to be specified in a funding agreement.

Sheffield Association for the Voluntary Teaching of English
Charitable limited company founded in 1999 and based at the Circle building on Rockingham Lane. Managed by a Committee of 6. Recruits and trains volunteers to teach English as a second language. Provides individual tuition for people unable to access mainstream provision and supports learners to progress from one-to-one tuition to group based learning.

To award a grant from the Voluntary Sector Grants Fund of £42,675 for the period 1st April 2014 to 31st March 2015 as a contribution towards the delivery of one-to-one and group based pre-ESOL language tuition to vulnerable adults unable to access mainstream provision in line with outputs, outcomes and budget to be specified in a funding agreement.

Sheffield Chinese Community Centre
Registered charity founded in 1995 and based in own shop front premises on London Road. Managed by a Committee of 7. Provides a point for access to services and a focus for social, cultural and educational activities for the Sheffield Chinese community. Runs projects concentrating on health and emotional wellbeing. Also houses an outreach advice service from Sheffield Citizens Advice and Law Centre and a legal information service for the Chinese and Vietnamese community.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £27,000 for the period 1st April 2014 to 31st March 2015 as a contribution towards the delivery of services to the Chinese community in line with outputs, outcomes and budget to be specified in a funding agreement.

Sheffield Community Transport
Industrial and provident society founded in 1988 and based in privately rented premises in Montgomery Terrace Road. Managed by a Committee of 6. Runs a Community Car Scheme that uses volunteer drivers to transport disabled people.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £20,400 for the period 1st April 2014 to 31st March 2015 as a contribution towards the delivery of a volunteer car transport scheme in line with outputs, outcomes and budget to be specified in a funding agreement.

Sheffield Rape & Sexual Abuse Centre
Registered charity founded in 1980 and based in own premises. Managed by a Committee of 6. Provides a citywide counselling service for self-referred women who have experienced sexual abuse.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £56,900 for the period 1st April 2014 to 31st March 2015 as a contribution towards counselling services for female victims of sexual abuse in line with outputs, outcomes and budget to be specified in a funding agreement.

Shopmobility Sheffield
Charitable limited company based at Westhill Lane Municipal Car Park off West Street. Managed by a Committee of 12. Runs a scooter and wheelchair loan scheme.

To award a grant from the Voluntary Sector Grants Fund of £14,000 for the period 1st April 2014 to 31st March 2015 as a contribution towards the provision of a city centre scooter and wheelchair loan scheme in line with outputs, outcomes and budget to be specified in a funding agreement.

St Vincent de Paul Furniture Store
Local branch of international charity founded in 1986 located in diocese owned premises on Queens Road. Managed by a Committee of 10. Provides free furniture to families in need across the city. Referrals are accepted from registered statutory and voluntary sector organisations, including the Council, advice centres and NHS.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £66,000 for the period 1st April 2014 to 31st March 2015 as a contribution towards the delivery of a furniture recycling service for people in need in line with outputs, outcomes and budget to be specified in a funding agreement.

St Wilfrid's Centre
Registered charity administered by the Diocese of Hallam Trust and based in its own premises on Queen's Road. Managed by a committee of 11. Provides welfare support and a wide range of activites for homeless and vulnerable people the majority of whom have mental health problems.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £48,275 for the period 1st April 2014 to 31st March 2015 as a contribution towards welfare and development support for people with mental health problems in line with outputs, outcomes and budget to be specified in a funding agreement.

Voluntary Action Sheffield (New Beginnings)
Charitable limited company founded in 1925 and based in its own premises at The Circle, Rockingham Lane. Managed by a committee of 10. Provides a range of infrastructure support services for voluntary, community and faith sector groups and organisations across the city. New Beginnings is a project developed by the VAS Volunteer Centre to assist the integration of refugees and support them to contribute to the life of the city by engaging in volunteering opportunites with local community organisations.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £17,400 for the period 1st April 2014 to 31st March 2015 as a contribution towards the delivery of a volunteer programme for refugees, asylum seekers and new arrivals in line with outputs, outcomes and budget to be specified in a funding agreement.

Young Women`s Housing Project
Charitable limited company founded in 1983 and based in Council owned premises. Managed by a Committee of 6. Offers safe accommodation and support to 16-25

year old women survivors of sexual abuse or violence. Provides a support service including life skills training to enable residents to move towards independent living. Offers outreach and continuing support to former residents.

Recommendation
To award a grant from the Voluntary Sector Grants Fund of £28,000 for the period 1st April 2014 to 31st March 2015 as a contribution towards therapeutic support for young women victims of sexual abuse in line with outputs, outcomes and budget to be specified in a funding agreement.

Appendix 2 - Voluntary Sector Grants Fund Assessment Process

1. Councillors agree likely budget and funding priorities with reference to Council strategies and strategic outcomes in the Corporate Plan – ref: Revenue Grant Funding for the Voluntary and Community Sector 2012 onwards report to Cabinet 28th September 2011, Section 5 paras 5.1 – 5.6.4. These associated criteria were formulated in September 2011 following consultation with the local voluntary and community sector and updated in July 2013 by the Head of Locality Management in consultation with the Cabinet member for Communities and Inclusion to reflect current strategy and budget constraints.

2. The bidding round for the Fund for 2014-15 was advertised in September 2013 on the Council website with links to eligibility criteria, types of group and activity excluded, themes and priorities. It was also promoted widely through various VCF networks. The closing date was 16th October 2013. Funding was advertised under two themes that reflect aspects of the current priorities of the Council: *Promoting social and financial inclusion* and *Supporting the local voluntary sector to thrive and deliver*. It was decided not to advertise a third theme *Tackling poverty and increasing social justice*, as this was focused (primarily) on Advice Services, and work was ongoing to support the independent advice centres to merge into one organisation (Sheffield Citizens Advice and Law Centre).

3. Applicants submit by email a Self-Assessment Checklist / Application Form request which is available as a downloadable document on the website. It is a check on basic criteria such as legal status (registered charity etc.), geographic area of operation and asks for a brief description of work to be funded and how it contributes to a theme or priority. The Head of Locality Management and Director of Policy, Communications and Research were informed of any applications that did not meet the standard criteria and the reasons for this.

4. Organisations that pass the self-assessment stage are sent by email a full application form, where they describe the project they want funding, how they will monitor effectiveness etc. and provide a budget for the amount they are requesting and other in year costs. They must also provide accounts and other information to demonstrate effective organisational and financial management.

5. Officers make recommendations about whether or not to fund having assessed applications against pre-set assessment criteria. These were originally developed by the Director of Policy, Partnership and Research in consultation with the voluntary sector in September 2011 and were advertised as part of the application process.

   - **The funding proposal is sound and contributes towards a priority outcome/theme** - looks at evidence of need, who beneficiaries are, service delivery plan, outcomes for beneficiaries, appropriateness and reasonableness of eligible costs, smartness of outputs and outcomes that fit with the theme/priority applied under, awareness of user diversity and evidence that issues of access and equal treatment are taken into account, customer focus, involvement in relevant networks and inter-referral as appropriate. Applications to social inclusion theme must demonstrate how their services contribute to reducing dependence by beneficiaries, on statutory services.

   - **The organisation can deliver the funding proposal well and achieve the intended beneficiary outcomes** – looks at track record, organisation's

mechanisms to check and record outputs and outcomes for beneficiaries, quality assurance, organisational management and structures for managing staff and volunteers, if premises are secured for the duration of the grant period, size of management committee, if safeguarding, health and safety and equal opportunities policies are in place.

- **The organisation is financially robust** – looks for evidence of financial understanding and good financial management and overall financial health of the organisation taking into account current net assets, reserves, other funding secured, importance of other funding to the proposal and any potential financial risk to the council.

- **Value for money and added value to the Council's investment** - cost effectiveness of ratio of service delivery costs to management and overheads costs and of overall costs to numbers of beneficiaries; commitment to efficiency savings to improve value for money; the purpose of any other Council funding and the importance of the organisation and service funded by the VSGF to other Council services. Volunteer dividend is also considered as it is an expectation that projects provide a quality volunteering experience that adds value both to the projects ability to deliver (additional capacity or dimension) and as a training opportunity for individual volunteers.

6. Where recommendation is to fund, officers make a further recommendation on the amount to be awarded having regard to items in the budget proposal, whether the budget is balanced or shows a shortfall, proposals for covering shortfall, effect of an award for less than requested.

7. Officer recommendations are considered by the Grant Awards Recommendation Panel, made up of Head of Locality Management and Cabinet Member for Communities and Inclusion and advisers (Cllrs Mazher Iqbal, Karen McGowan and Geoff Smith). The Panel met in November and December to formulate the recommendations to Cabinet (listed in Appendix 1). In formulating its recommendations the Panel took into account all relevant considerations including the equalities impact of the applications and statutory Best Value Guidance. It was guided heavily by the assessments and the quality of the applications. The background papers for each application to the Voluntary Sector Grants Fund are available for consultation by Cabinet members (contact Martin Hughes, Locality Team Manager).

8. Grant Awards Recommendation Panel recommendations are presented and agreed by Cabinet on 19th February 2014. Cabinet report refers to powers delegated to the Director to make decisions to award, withdraw or suspend grants in year in consultation with the cabinet member.

9. Recipients are notified of their awards. A funding agreement is negotiated which states the amount of grant and agrees the budget, outputs and outcomes, based on their application, adding any other conditions that the Panel agreed. The funding agreement (template signed off by Legal Services) is signed by Director and Management Committee of organisation.

10. A report of the impact of these awards will be prepared after the end of the financial year 2015 and published on the Council website.

Appendix 3 - Eligibility criteria for Voluntary Sector Grants Fund

The eligibility criteria -
- Organisations must be a registered charity, limited company with charitable status or an industrial and provident society.
- Projects must be delivering services and activities for people who live and work in the city
- Projects must demonstrate they deliver a service citywide rather than focussed on a geographical area
- Must have a turnover in excess of £10,000.
- Minimum amount that can be applied for was £7,500

The exclusions -
- New projects
- Organisations that are not a registered charity, a limited company with charitable status or an industrial and provident society or who are not in full compliance with the document filing requirements of the Charity Commission or Companies House.
- Organisations or activities not based in Sheffield.
- Organisations that are not accountable at a local level within Sheffield to users, stakeholders or residents.
- Activities or services restricted to a particular geographical area of the city rather than offered on a city wide basis or as part of a citywide offer.
- New projects unless the application is pump priming for a new project by an established organisation with a proven track record of service delivery and the project will be self-sustaining within 12 months.
- Other City Council departments.
- Public bodies such as Parish or Town Councils, hospitals or health bodies.
- Educational establishments including schools, universities and colleges.
- Housing associations.
- Businesses other than not for profit enterprises with charitable status.
- Consultants.
- Arts organisations.
- Animal charities.
- Organisations whose core function is to provide training.
- Economic development and employment training activities.
- Activities for children and young people.
- Activities aimed at promoting religious or political beliefs.
- Activities that are a statutory obligation or replace statutory funding.
- Applications to support activity already being delivered by another organisation unless there is a clear need for additional capacity.
- Capital or equipment costs including works or repairs to buildings, community minibuses, etc.
- Festivals and one off events.
- Organisations whose annual turnover is under £10,000.
- Costs already covered by another funder or income stream.
- Costs that appear to be unreasonably high.
- Costs which have already been incurred.
- Loans, debts or endowments.
- Applicants with current unrestricted reserves equal to or more than 12 months running costs.
- Applications for less than £7,500

Appendix 4 - Sheffield City Council Equality Impact Assessment

Name of policy/proposal: Voluntary Sector Grant Aid Budget 2014-15

Status of policy/proposal: New **Portfolio:** Communities

Name of person(s) writing EIA: Martin Hughes   **Date**: January 2014

Service: Community Services   **Q Tier Ref**   **EIA Reference number:**

Briefly outline the aims of the policy/ proposal and outcomes you want to achieve?

To agree the awards from the Voluntary Sector Grant Aid Budget 2014-15. The budget has reduced from the amount available in 2013-14 by £543,050. £145,000 of this reduction is a permanent cash limit adjustment to Sheffield Domestic Abuse Service; £46,000 of this reduction is a permanent cash limit adjustment to Councillors Discretionary ward budgets; after these deductions there has been a further 15% cut. This 15% cut is not equally apportioned across all the organisations to be funded. It is proposed that some organisations will receive a cut of less than 15% (in comparison to what they received in 2013/14), and some will receive a cut of more than 15%. These recommendations are based upon a case by case analysis of the evidence supplied in the applications against the fund criteria and the impact on communities of identity.

It should be noted that the decision to continue to provide Grant Aid and invest in the VCF Sector, despite the Council's difficult financial situation, will have a largely positive impact on local people with characteristics covered by equalities legislation. The current priorities positively promote the needs of older people, people with disability, ethnic minority women, refugees, asylum seekers and new arrivals. Funding allocated to VCF infrastructure will enable support and advice to be provided to organisations across the sector in relation to identifying efficiencies, income generation and securing other sources of funding.

Priorities for VSGF 2014-15 funding were tightened up to reflect current strategy and budget constraints. The impact of this was that 4 organisations currently funded through the VSGF were unable to apply as they did not have a fit with the revised priorities.

The VSGF is a 2 stage application process. 42 organisations completed a stage 1 eligibility and application request form (see Appendix 2 for more information on this). Of these, 29 were passed through to stage 2 and were sent a full application form to complete. 26 organisations went on to complete and return an application form. Of the 26 organisations to submit a full application form, 4 have been informed that they have not been recommended for funding, 1 of which is currently in receipt of VSGF funding. In preparing the EIA, we have considered the impacts on the following organisations:

- Those currently funded, not able to apply at stage 1
- Those currently funded but not recommended for funding in 2014-15 at stage 2
- Those currently funded and recommended for funding in 2014-15 as detailed in Appendix 1. Note: this includes funding recommended to Sheffield Citizens Advice and Law Centre and Sheffield Credit Union who were not required to make an application to the VSGF fund, and older people's lunch clubs currently funded through the Lunch Clubs Small Grants Fund

For those that applied at stage 2 (a full application), impacts were considered as part of the officer assessment.

Is the service a specialist provision to a group covered under the Equality Act 2010 such as a women's, BME, disability or LGBT specific service? No

Consultation	Yes / ongoing	Please note the consultation you have undertaken or will undertake with those impacted by the proposal such as local groups and others such as surveys, face to face meetings etc and explain the results below

VSGF funding
Consultation has been undertaken with organisations that are currently funded and either (1) have not been recommended for funding or (2) have been recommended for funding. In both cases, organisations were given the opportunity to tell us the impact of these recommendations and how the proposed award will impact on service users. We asked them to tell us how it will impact on their service and staffing arrangements, but specifically how it will impact on the number of service users they will be able to work with, and if this is less than this current year, if any protected group will be affected more than people in general. Where organisations have been able to provide evidence to support this information, this has been factored into the EIA. This is in addition to a desktop analysis of the potential impacts of the recommendations which is carried out by officers as part of the assessment process.

Lunch Club Small Grant Fund – Ongoing consultation
All older people's lunch clubs that currently receive funding have been invited to apply for a grant for 2014-15. All have been informed that the Grant Aid budget has been reduced and that individual club circumstances will be taken into account when grant awards are made. Lunch Clubs have been asked as part of the application process to tell us about how they think their lunch club might be affected if the current level of lunch club funding is reduced.

The Sheffield Budget Conversation – 15th January 2014
The proposed reduction in Grant Aid was included as part of the Council's wider discussion with partners and residents at the Sheffield Budget Conversation on 15th January 2014. The Tackling Poverty and Increasing Social Justice workshop provided residents and representatives from the VCF sector to comment on these proposed overall investment in 2014/15 and the potential impact of the proposed 15% reduction. All comments were noted and, where relevant, included in this EIA.

What's the Impact? – Detail the evidence you have used below, consider demographics, census, JSNA, complaints, customer information, national or local reports, feedback or consultations and include separate sheets if required)

Evidence has been gathered by way of:
   (1) Desktop analysis of impacts for those organisations currently funded, not able to apply at stage 1
   (2) Officer assessments and conversations with all applicants through to stage 2

In carrying out (1) and (2) above we have referred to a range of information including monitoring information from 38 organisations (16 advice organisations and 22 others) funded in 2012-13, Census and other associated data on the profile of the population of Sheffield.

Areas of impact	Impact	Impact level	Explanation of impact- what does the data tell you?
Workforce	N/A	N/A	Include reductions required and impact on staff diversity etc
There are no impacts on the workforce.			
Action	N/A		

Generic	Positive	Medium	Relates to all or most groups

Positive impacts have been identified for –
- Older People
- BME People
- Women
- VCF Sector
- Financial Exclusion
- Cohesion

Some negative impacts have been identified arising from the grants recommended in relation to disabled people and mitigations put in place.

In making their applications, organisations are asked to provide evidence of how they address issues of diversity and equality. This information is taken into account when assessing the applications and the subsequent recommendations. Attention is also paid to the likely or reported impact of reduced funding on vulnerable groups.

The reduction in the Voluntary Sector Grant Aid Budget will mean fewer grants to organisations in comparison to 2013/14, and the amounts awarded to organisations are lower than the amounts requested or awarded in previous years. This will impact on the number of service beneficiaries provided for by the VCF organisations, which include vulnerable people. The nature of the Grant Aid budget is such that services to vulnerable people are an inherent part of this funding and consequently the reduction in the budget will impact on all vulnerable groups. However, when making their applications, organisations working with vulnerable groups are asked to provide evidence of efficiency savings they are making in running costs and management costs to minimise the effect on service delivery. This information is taken into account when assessing the applications and the subsequent recommendations.

A range of organisations have identified potential negative impacts as a result of the reduction in funding. Some have also identified ways they can mitigate impacts such as increasing other fundraising efforts, using reserves and joint working with other organisations. Some organisations have said that they may have to reduce staff hours, and consequently opening hours to enable them to manage the reduced funding available and in some cases due to the need to prioritise funding towards core running costs.

There are 4 organisations currently in receipt of VSGF funding that have been unable to apply in 2014-15 due to changes in the funding priorities. These organisations were made aware of the changes to the priorities when the fund was advertised in September 2013. We have undertaken a desktop analysis of the impact of no funding to these organisations. 3 of these provide services to children, 2 of which are now being supported to make better use of existing support arrangements through the MAST teams. The other also provides services to BME individuals and is looking at alternative sources of income which could include increasing parental contributions in order to be able to continue to deliver the same level of service. The 4th organisation supports and develops a network of groups across different ethnic minority communities within the city. Although the individual services provided by these groups need not be affected directly by the loss of funding to this organisation, there will potentially be a negative impact in terms of the level of organisational support, depending on the success of alternative fundraising efforts. A source of funding to these individual groups will no longer be available as the small grants fund comes to an end alongside funding to the organisation managing it.

Action Minor	Organisations funded from this budget will be asked to provide information about the equality impact of the grant awarded in their monitoring returns. Monitoring information will be collected after the end of the award period (31st March 2015). This will be reviewed for each award in the light of outcomes and outputs identified in the individual Funding Agreements. The information will be collated across the organisations funded and reported in an annual report that will be published on the Council website and circulated to Elected Members.

Age	Positive	Medium	Be clear if your service relates to specific age groups, particularly younger or older people

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. 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.

Based on evidence collected from 38 organisations awarded a grant from the Voluntary Sector Grant Fund in 2012-13 delivering a similar wide range of different services 13% of beneficiaries were aged over 60, and 4% of individuals were aged under 20. (*Note: The Voluntary Sector Grants Fund is targeted at adult provision and projects providing activities for children and young people are excluded from applying to the fund. The Lunch club fund is also targeted at provision for adults 60 and over*).

The report includes a recommendation to continue to provide a Lunch Clubs Small Grants Fund, which will support around 60 different lunch clubs across the city. The clubs are self-help groups run by and for older people. Between 2,000 and 2,500 older people will benefit from attending a lunch club during the year. This includes numbers of older people aged in their 80's and 90's for whom attendance is sometimes their only regular outing. It is anticipated that half the membership will be aged 80 and over. Clubs take self-referrals and referrals from relatives and social and health care workers who refer older people recovering from illness, bereavement or are socially isolated. In addition there is also a recommendation to provide a grant for development support for lunch clubs. This will help them expand their activities and ensure that they are able to manage challenges such as succession planning, financial management and volunteer recruitment.

The report includes a recommendation to fund 1 grant that will support therapeutic work for young women who have experienced sexual abuse. This organisation has been recommended for a grant at no reduction on the current year, although it is noted that the organisation has reported that they are subject to cuts in other funding. They have said that although there may be an impact on the range of activities they are able to provide (Grant Aid funding is a contribution towards the work), they will endeavour to maintain the quality of the work and the number of beneficiaries. It is therefore not anticipated that there will be any negative impacts on the service being delivered.

The report also includes a recommendation to fund 2 grants to organisations that run schemes for disabled people with mobility problems, a large majority of whom are older people. Both of these organisations have identified potential negative impacts in having reduced funding but have also identified some ways in which they can mitigate these impacts. As these services have more direct impact on disabled people, these are explored further under the disability section.

Organisations currently funded, not able to apply at stage 1
The services of 3 organisations have a direct link to this protected characteristic. These organisations are all looking at ways to mitigate the negative impact of the loss of funding due to not being able to apply at stage 1 (as referred to in the generic section above).

Action Minor	Due to the reduction in the Lunch Clubs Small Grants Fund budget, a waiting list for any new clubs that wish to apply for funding in year may be necessary. This would mean that any new clubs applying in year will have to go on a waiting list until funding becomes available. All organisations awarded a grant will be asked to collect diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching people of different ages.

Disability	Neutral	Medium	Be clear if your service relates to a specific impairment

In Sheffield around 20% of the population have a long term limiting illness and as at 2011 5.9% of the city population claimed Disability Living Allowance.

Based on evidence collected from 38 organisations awarded a grant from the Voluntary Sector Grant Fund in 2012-13 delivering a similar wide range of different services, 30% of beneficiaries reported a disability or long term health problem. This shows that the grants awarded under the Voluntary Sector Grants Fund are supporting a higher proportion of disabled people than the city % figure. This is to be expected due to the targeting of the funding.

Among the grants recommended are –
- 2 grants to organisations working with people with mental health problems
 One of these organisations reports that they will have to reduce staff hours to enable them to manage the reduction in funding. The impact of this is that there will be a slight reduction in the number of activity sessions available each week (one less session per week out of around 30 sessions per week running at the moment). Although they would hope that the overall number of beneficiaries could be maintained there is a risk that numbers may reduce slightly.
The other organisation will face additional pressure to fundraise from alternative sources and reduce expenditure and may ultimately need to consider reducing opening times.

- 2 grants to organisations that run schemes for disabled people with mobility difficulties.
Both of these organisations report that the reduction in funding will have a potential negative impact on the service they are delivering. For one, this may mean a reduction in the amount of staff time that can be spent on volunteer recruitment which in turn is likely to affect the number of volunteers involved in delivering the service and therefore the number of trips they are able to provide. The organisation is receptive to looking at maximising existing networks of support to help to recruit volunteers and mitigate this impact.
The other organisation reports that they will not reduce staff time but that there is likely to be a reduction in service opening times and an increase in charges, both of which will disproportionately affect disabled people, who already have to pay to hire mobility aids to do what non-disabled people can do for free. The reduction will also hinder the development of the service which may impact on its long term stability.

| **Action Minor** | Reduced outputs may need to be considered when agreeing the funding agreements for the organisations referred to above to reflect reductions in funding.

Some support to be provided to help the organisations where required to use existing networks of support in relation to volunteer recruitment and to strengthen their capacity through support around financial management and business strategy.

All organisations awarded a grant will be asked to collect diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local disabled people. |
|---|---|

Pregnancy/ maternity	Neutral	Neutral	Be clear if this impacts on these areas

None of the recommended grants will go to organisations that have identified pregnant women as their target beneficiaries, although pregnant women are likely to make use of the services provided.

Action	None		

Race	Positive	Medium	Be clear if your service relates to specific BME communities

Sheffield is a diverse city with around 19% of its population from black or minority ethnic groups.

Based on evidence collected from 38 organisations awarded a grant from the Voluntary Sector Grant Fund in 2012-13 delivering a similar wide range of different services 47% of beneficiaries were of BME origin. This shows that the grants awarded under the Voluntary Sector Grants Fund are supporting a higher proportion of BME people than the city % figure. This is to be expected due to the targeting of the funding.

Among the grants recommended are –
- 2 grants to organisations that run schemes for ethnic minority women.

One of these organisations will endeavour to fund raise to cover the shortfall of the reduced funding, otherwise they will use reserves to plug the gap, therefore no negative impact is anticipated. The other organisation will also endeavour to fund raise to plug the shortfall. If they are not able to do this, there is likely to be an impact on staff hours as core running costs will have to be prioritised. The knock on impact of this would be a reduction in the development work that they are undertaking to support more women to take up volunteering opportunities. This would result in fewer women (likely to be those with higher support needs) accessing volunteering opportunities within the organisation. This should not have a negative impact on service beneficiaries.

- 3 grants to organisations working with refugees, asylum seekers and new arrivals

Two of these organisations are currently in receipt of VSGF funding. The funding being recommended for both of these organisations is the same as the amount requested. No negative impacts are therefore anticipated.

- 3 grants to organisations working with specific BME communities.

Two of these organisations are being recommended for reduced funding compared to 2013-14. Both have identified a potential reduction in service: for one, if fundraising is unsuccessful and staff hours have to be reduced, there will be a knock on effect on hours of operation although in mitigation, a change to operating arrangements need not affect some aspects of service availability. A reduction in worker availability however may adversely affect work with outside organisations that enables statutory services to fulfil their equality duty and improves services to the community in question. The other organisation believes the reduction in grant will make it impossible for them to provide any services to their community as it will affect the viability of the premises they currently occupy. In mitigation however, they also occupy and run a service to older people from other premises which could also be used to offer services to other sections of their community, at greater value for money.

Organisations currently funded, not recommended for funding
One organisation providing services to BME clients has not been recommended for funding. They report that they will be able to run fewer activities and therefore will work with fewer beneficiaries overall. They will also lose capacity to develop their service. However, they will mitigate this by trying to attract alternative funding and charge for more of their services.

Organisations currently funded, not able to apply at stage 1
The services of 2 organisations have a direct link to this protected characteristic. These organisations are looking at ways to mitigate the negative impact of the loss of funding due to not being able to apply at stage 1 (as referred to in the generic section above).

Action Minor	All organisations awarded a grant will be asked to collect diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local BME people.		
Religion/ belief	Neutral	Neutral	Note: This also covers all faith groups and those with no belief

Support to faith based organisations will be provided via the grants recommended within the 'Supporting the Voluntary Sector to thrive and deliver'. During 2013-14 infrastructure organisations in receipt of grants from the Voluntary Sector Grant Fund have worked together to develop a new model of infrastructure support for groups and organisations in Sheffield and to ensure that the needs of faith groups are accommodated appropriately within this model.

Action Minor	All organisations awarded a grant will be encouraged to include questions about faith/religion/belief in their diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local people of different faiths.		
Sex	Positive	Medium	Note: this includes women and men

Based on evidence collected from 38 organisations awarded a grant from the Voluntary Sector Grant Fund in 2012-13 delivering a wide range of different services, 46% of beneficiaries were men and 52% were women.

Among the grants recommended are –
- 2 grants to organisations that run schemes for ethnic minority women.
The impacts of reduced funding to these two organisations has already been considered under BME.
- 2 grants that will support work with women who have experienced sexual abuse.
Funding to these organisations has not been reduced and therefore it is not anticipated that there will be any negative impact on service users.

In making these recommendations to Cabinet the Grants Award Recommendation Panel has taken notice of the Equality Act 2010, which makes it unlawful for the Council, when exercising a function, to do any act which constitutes discrimination or harassment within the meaning of the Act. The Grant Recommendation Panel is satisfied that grants to be awarded to single gender services fall within the exemption provisions of the legislation which permit this.

Action Minor	All organisations awarded a grant will be asked to collect diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local men and women.		
Sexual orientation	Neutral	Neutral	For example lesbian, gay or bisexual groups

None of the recommended grants will go to organisations that have identified LGB people as their target beneficiaries, although LGB people are likely to make use of the services provided.

Action Minor	All organisations awarded a grant will be encouraged to include questions about sexuality in their diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This will be included in discussions with individual organisations when drafting the Funding Agreement prior to the payment of

			the award. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local LGB people. The Council also endeavours to support LGB people through a range of other initiatives.
Trans	Neutral	Neutral	Note: transgender both men and women
None of the recommended grants will go to organisations that have identified Transgender people as their target beneficiaries.			
Action Minor	All organisations awarded a grant will be encouraged to include questions about gender in their diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This will be included in discussions with individual organisations when drafting the Funding Agreement prior to the payment of the award. Where appropriate, organisations will be advised to monitor in line with relevant legislation. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local Transgender people.		
Carers	Neutral	Neutral	Note: this refers to those who provide regular and substantial unpaid care to a disabled adult or child.
Services to carers were not a priority for this funding. None of the organisations recommended to receive a grant have identified carers as their target beneficiaries, although carers are likely to make use of some of the services that will be provided.			
Action	None		
Voluntary, community faith sector	Positive	High	For example: impact on VCF organisations e.g. access to match funding, viability, hours of opening, staffing levels, referrals etc
All the grants recommended are to local Voluntary, Community and Faith Sector organisations. The availability of Voluntary Sector Grant Aid is an important and positive boost to the sector. However, the budget for 2014/15 will be 15% less (approximately £400,000) than was available in 2013/14. This has resulted in a reduction in 3 fewer grants recommended under the 'Social and financial inclusion theme' and 2 fewer grants recommended under the 'Supporting the local voluntary sector to thrive and deliver theme'. One grant is recommended to support advice services due to the merger of 12 independent Advice Centres to establish the Sheffield Citizens Advice and Law Centre (SCA). The amounts recommended to organisations are also lower than in previous years. The grants recommended will contribute towards core costs, supporting jobs and volunteering opportunities in the local VCF Sector. 4 grants will contribute to strengthening the infrastructure of the local VCF Sector. The recommendations include £20,000 for a voucher scheme - an increase of 7.5% from 2013-14. This will have a positive impact on the VCF, with up to 50 groups benefiting from being awarded a voucher to purchase the specific support services they need. Organisations which represent / serve disadvantaged communities: BME, disability/health, carers, young people, LBGT and those that are user led / no paid staff will be prioritised.			
Action Minor	All organisations awarded a grant will be asked to collect diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website. Organisations awarded a grant to deliver infrastructure support services will be asked to collect diversity monitoring information about the VCF groups they are supporting. This information will be collated and reported annually on the Council website.		

Financial exclusion	Positive	High	Note the impact poverty and on those who are financially excluded

20 of the grants recommended will contribute toward outcomes related to tackling poverty, promoting social justice and financial inclusion.

The grant to the newly established Sheffield Citizens Advice and Law Centre will improve the advice offer in the city by
- Establishing a high quality, comprehensive advice service for Sheffield
- Ensure that face to face advice is available to anyone who needs it, recognising that advice is concentrated in certain areas of the city
- Ensure that advice is available through a range of channels (including on-line self-help, telephone and face to face) and that the new service encourages people to become less reliant on intensive casework
- Ensure that the advice needs of a range of vulnerable groups are met

The grant to Sheffield Citizens Advice and Law Centre is less than the cumulative grant for individual advice services in 2013-14. The impact of this reduction cannot be currently evaluated, as it is anticipated that due to the new merged service there will be backroom savings and efficiencies. However, a reduction in grant amount may have an impact on service delivery.

The grant to Sheffield Credit Union will be utilised to support local people on low incomes manage some of the impacts of the government welfare reforms.

The grant to another organisation will be used to directly fund work on food and fuel poverty, supporting local people to learn the skills to reduce their household expenditure.

Action Minor	Outcomes and outputs relating to financial inclusion will be monitored at the end of the grant period. This information will be collated and reported annually on the Council website.

Cohesion:	Positive	High	Note particular impact on community tensions or getting on well together

18 of the grants recommended will be awarded to organisations that will deliver activity which contributes to outcomes related to building social inclusion and cohesion. Out of these, 6 of these organisations will provide activity that will have a positive impact on community safety.

Action Minor	Outcomes and outputs relating to building social inclusion and cohesion will be monitored at the end of the grant period. This information will be collated and reported annually on the Council website.

Armed Forces	Neutral	Neutral	Note implication on serving forces personnel, reservists, veterans or families of

Services to armed forces were not a priority for this funding. None of the organisations recommended to receive a grant have identified armed forces as their target beneficiaries.

Action	None

Other options considered	Please note any other options considered/ being considered
N/A	

Financial implication	Neutral	Neutral	Please detail associated costs of equality implications
N/A			
Summary/ additional:	Positive	High	Please provide a basic summary cost benefits analysis below of the overall impact on service users and the organisation and link to evidence. This should be included in all reports e.g. to EMT, cabinet reports etc

Despite a difficult financial climate this report is recommending a significant investment into the VCF sector, which is then targeted at Sheffield's most vulnerable people. However, the proposed reduction in the budget will inevitably impact on all vulnerable groups. Throughout the process organisations working with vulnerable groups have been asked to provide evidence of efficiency savings they are making in running costs and management costs to minimise the effect on service delivery

Despite the proposed reduced level of investment, positive impacts have been identified among the range of awards recommended for older people, women, disabled people, Black and ethnic minority people, the voluntary sector, financial inclusion and cohesion in the city.

A range of organisations working with a variety of vulnerable groups have identified potential negative impacts as a result of the reduction in funding. Some have identified ways they can mitigate impacts such as increasing other fundraising efforts, using reserves and joint working with other organisations. Some organisations have said that they may have to reduce staff hours, and consequently opening hours to enable them to manage the reduced funding available and in some cases due to the need to prioritise funding towards core running costs.

Summary of actions Minor	Include lead officer, timescales and how it will be monitored/reviewed All groups: • To be reviewed quarterly, tied into quarterly monitoring returns to be carried out during the grant period 2014-15: Martin Hughes • Diversity information collected and collated after the end of the grant period (May 2015): Martin Hughes Age • To establish a waiting list (if required) for any new older people's lunch clubs that wish to apply for funding in year: Martin Hughes Sexual orientation and transgender: • Organisations awarded a grant to consider how they ensure they are inclusive of LGB people and Transgender people. This will be included in discussions with individual organisations when drafting the Funding Agreement prior to the payment of the award. Organisations that collect this information will be asked to report on it (May 2015): Martin Hughes
Outcome No change	Briefly detail recommendations whether you need to make any changes to the policy or proposal based on the information above No changes recommended based on the above information.

Discussed with Lead Member: 03/02/14

Approved (Lead Manager): Vince Roberts **Date:** 07/02/14

Approved (EIA Lead person for Portfolio): Phil Read **Date:** 07/02/14

SHEFFIELD CITY COUNCIL

Cabinet Report

Report of:	Executive Directors (Place and Communities)
Report to:	Cabinet
Date:	19 February 2014
Subject:	Delivering More Council Housing
Author of Report:	Christine Rose (27 34373)

Summary:

In February 2013, Council approved the update to the Housing Revenue Account (HRA) Business Plan 2012-17, which included a commitment to a new build programme of 75 new council homes. In June 2013, Cabinet approved the delivery of 30 of these new homes through purchase from Sheffield Housing Company, which is now going ahead, and stated that the delivery of the remaining 45 homes would be addressed in a further report.

This report sets out the strategic case for building and acquiring additional affordable homes, beyond the initial 75, and seeks authority to undertake the required planning and consultation work to do so. This follows the approval by Council on 5 February 2014 of the HRA Update for 2014/15, which outlined the potential within the Business Plan to deliver approximately 600 Council homes through a mixed programme of acquisitions and new build over the next six years.

Reasons for Recommendations:

Sheffield's Strategic Housing Market Assessment estimates that an additional 725 affordable homes would be required each year for the next five years to meet projected need in the City.

Delivering the proposed programme of additional Council housing would

maintain the authority's housing stock at a sustainable level in the light of continuing loss of stock through Right to Buy.

Delivering a significant element of new build Council housing within the programme would contribute towards overall housing and economic growth in the city whilst increasing the choice of housing locally.

Acquiring additional stock would have wider strategic benefits including bringing empty properties into use and increasing choice within the housing stock.

Recommendations:

R1   That Cabinet approves the development of a mixed programme of acquisitions and new build to renew the Council's housing stock.

R2   That the Director of Regeneration and Development Services in consultation with the Director of Commissioning and the Interim Director of Council Housing Services be authorised to identify properties for acquisition for council housing and prepare the necessary capital approval submission in line with Council's approval process.

R3   That the Director of Capital and Major Projects in consultation with the Director of Regeneration and Development Services be authorised to negotiate and agree terms for the acquisition of the properties identified and the Director of Capital and Major Projects be authorised to instruct the Director of Legal Services to complete the necessary legal documentation.

R4   That the Director of Regeneration and Development Services in consultation with the Director of Commissioning, the Interim Director of Housing Services and the Director of Capital and Major Projects be authorised to identify sites for new build Council Housing, specify the type and size of homes required and prepare the necessary property disposal and capital approval submission in line with Council's approval process.

R5   That the Director of Commissioning in consultation with the Director of Finance be authorised to set such charges for the tenancy of each dwelling acquired or built under this programme as he deems reasonable.

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Background Papers:

_____

Category of Report: OPEN

_____

Statutory and Council Policy Checklist

Financial Implications
YES   Cleared by: Paul Schofield
Legal Implications
YES   Cleared by: Andrea Simpson
Equality of Opportunity Implications
NO   Cleared by: Ian Oldershaw
Tackling Health Inequalities Implications
NO
Human rights Implications
NO
Environmental and Sustainability implications
NO
Economic impact
NO
Community safety implications
NO
Human resources implications
YES
Property implications
YES
Area(s) affected
ALL
Relevant Cabinet Portfolio Leader
Cllr Harry Harpham
Relevant Scrutiny Committee if decision called in
Safer and Stronger Communities
Is the item a matter which is reserved for approval by the City Council?
NO
Press release
YES

Report to Cabinet

DELIVERING MORE COUNCIL HOUSING

1.0   SUMMARY

1.1   In February 2013, Council approved the update to the Housing Revenue Account (HRA) Business Plan 2012-17, which included a commitment to a new build programme of 75 new council homes. In June 2013, Cabinet approved the delivery of 30 of these new homes through purchase from Sheffield Housing Company, which is now going ahead, and stated that the delivery of the remaining 45 homes would be addressed in a further report.

1.2   This report sets out the strategic case for building and acquiring additional affordable homes, beyond the initial 75, and seeks authority to undertake the required planning and consultation work to do so. This follows the approval by Council on 5 February 2014 of the HRA Business Plan Update for 2014/15, which outlined the potential within the Business Plan to deliver approximately 600 Council homes through a mixed programme of acquisitions and new build over the next six years.

2.0   WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

2.1   The Council's Corporate Plan, "Standing Up for Sheffield", identifies the strategic outcome of making Sheffield a Great Place to Live. Within that, the Council aims to create Desirable Homes and Neighbourhoods, including a well-managed supply of affordable, decent homes.

2.2   Sheffield's Strategic Housing Market Assessment estimates that an additional 725 affordable homes would be required each year for the next five years to meet projected need. Alongside the ongoing development programmes of local housing association partners, additional Council homes would contribute towards addressing the continuing shortfall of affordable accommodation.

2.3   Another strategic outcome of the Corporate Plan is Better Health and Wellbeing, and there are opportunities to address needs in this area through the proposed programme of new build and acquisitions. For example, there are opportunities to accommodate people with learning disabilities, some of whom are currently housed outside the city at considerable expense and in contravention of the recommendations of the Winterbourne View report.

3.0   OUTCOME AND SUSTAINABILITY

3.1   Over time, the Council's housing stock is being eroded by the sale of properties under Right to Buy. In order to sustain the self-financing HRA Business Plan and continue to meet affordable housing need in the city, it is necessary to replenish the Council's housing stock.

4.0   BALANCING ACQUISITIONS AND NEW BUILD

4.1   In order to deliver significant numbers of additional Council homes to offset the reductions through Right to Buy, the majority of additional homes would be acquisitions of existing properties. Many of these acquisitions would be former council homes on or near council estates where properties tend to be cheaper. However, in order to diversify the options for affordable homes, we also intend to build new council homes.

4.2   There are a number of benefits to building new Council homes:
- Increased numbers of homes in the City
- Vacant sites regenerated
- Increased economic activity
- Different types of social housing
- Better quality social housing

4.3   Therefore, new build would form a significant proportion of the additional stock, focussing on sites where new Council housing would have a regenerative impact and where the provision of different housing types would help meet identified local housing need.

5.0   BALANCING SOCIAL AND AFFORDABLE RENT

5.1   This programme would be funded by HRA resources with other funding brought in where possible. In order to make the borrowing affordable and the schemes viable, all new units must be self-financing over the long term. Most new units would be let at Affordable Rent, where consistent with government guidance. However in some circumstances (e.g. for cheaper acquisitions), a Social Rent could and would be charged.

5.2   Where Affordable Rent (80% of market rent) would be more than Local Housing Allowance for an equivalent property in the private sector, the rent would be capped at the LHA level (as suggested in the 2011-15 Affordable Homes Programme Framework that accompanied the introduction of the Affordable Rent tenure). This would ensure parity between social and private tenants.

6.0   DELIVERING ACQUISITIONS: CURRENT ACTIVITY

6.1   The Council's existing Purchase and Repair Scheme (funded by grant from the Homes and Communities Agency (HCA)) was approved by Cabinet on 10 April 2013. Cabinet approved £2,260,000 of prudential borrowing against the HRA. This is being used to purchase 31 long term empty homes and bring them back into use as Affordable Rent, in line with the terms of the funding agreement.

6.2   The scheme has primarily, but not exclusively, targeted family houses in areas where the Council already manages significant numbers of properties. When owners of long term empty properties express interest in

selling to the Council, officers from the Council Housing Service assess the likely demand for the property and how practical it would be to manage.

6.3   If the property is deemed suitable for the Council to own and manage, a financial assessment is undertaken to determine whether the purchase and repair costs represent a viable investment within the context of the HRA Business Plan. The scheme is based on average purchase and repair costs of £90k per unit and funded from a mix of borrowing (81%) and grant from the HCA (19%).

6.4   Since April 2013, the original financial modelling for the purchase and repair scheme has been continually refined to inform the prospective wider programme of acquisitions. Thus, the financial assumptions and the priority housetypes have changed slightly and will continue to do so over time.

6.5   For delivery purposes, the Purchase and Repair scheme would be absorbed into the wider acquisitions programme, hence purchases made under the scheme would become subject to the same criteria as those in the wider programme, excepting that they would still need to be long term empty properties meeting the HCA's standards. (N.B. The HCA no longer requires the properties acquired to have been empty for two years. This has reduced to six months, which is the accepted definition of 'long term empty').

7.0   DELIVERING ACQUISITIONS: FUTURE PROGRAMME

7.1   Acquisitions represent the most economical approach to replenishing the Council's stock, particularly where properties to be acquired are ex-Council stock on estates where they can be easily absorbed into housing management. However, there are various circumstances where acquiring properties can achieve wider strategic aims as well.

7.2   Assuming that the properties are suitable and the purchases are viable within the HRA Business Plan, acquiring properties could be of strategic benefit in the following circumstances:
   • Bringing Long Term Empties back into use and accessing additional funding from the HCA.
   • Adding choice to areas with limited affordable housing
   • The provision of accommodation which is in short supply in the social sector, such as larger family houses
   • Adapted properties suitable for disabled people
   • Properties suitable for people with learning disabilities

   This is not an exhaustive list of the potential strategic benefits of acquisitions, but it demonstrates how renewing the Council's housing stock would have wider impacts beyond the health of the business plan. Each potential acquisition would be assessed in terms of demand, financial viability and ease of management.

7.3   The acquisition process would be managed by the Housing and Neighbourhood Regeneration Team, which already manages acquisitions under the Purchase and Repair scheme. This report seeks authority for officers to proceed with acquisitions where they would be at self-financing over the 30 year planning horizon of the business plan. However, there will be occasions when the acquisition is not self-financing over 30 years, but is still appropriate because of other strategic benefits. In those circumstances the acquisition could still proceed following consultation with the Cabinet Member for Homes and Regeneration.

7.4   The introduction of Welfare Reform will have an effect on demand for social housing, particularly in relation to the size of properties needed. However, at this early stage, it is difficult to assess the effect. It is also difficult to predict what further changes and effects there may be in coming years. For these reasons, this report does not set out the types of properties that the Council would seek to acquire through the acquisitions programme, as this is likely to change as demand patterns change.

7.5   An acquisition strategy would be developed for each housing management area of the city, working with operational teams on the ground and in consultation with local housing forums. This would identify the gaps in the current provision, and assess the likely demand for various types of property. The strategies would be living documents, updated on a regular basis to reflect changes in local need and demand.

8.0   DELIVERING NEW BUILD

8.1   The capacity for delivering new build is determined largely by the availability of suitable Housing land for development, as well as the affordability levels over 30 years and the borrowing constraints of the HRA. Much of the supply of developable Housing land is now earmarked for the Sheffield Housing Company, but a number of potential sites have been identified, subject to further site investigations. These are, in the main, where the Council has previously demolished unsustainable stock. A recent review of garage sites has identified a number of other potential development opportunities although these require further discussion with planners.

8.2   When delivering new build, it will be important to consider how the schemes could add value to the existing stock. This might be by providing different house types in high demand local to the site. A similar process to the development of the acquisition strategies will inform the development of new build schemes, assessing current and likely future demand.

8.3   It will also be necessary to consider the alternative options for the sites. For example, if a site would be attractive to private developers, then it may be better to sell the site, invest the receipt, and concentrate Council development on land where the private sector is unlikely to deliver. Each site would be subject to an options appraisal as part of the capital

approval process.

8.4   The procurement strategy for new build would be developed as part of the capital approval process, once sites are firmly identified and property mixes are agreed.

8.5   For the first sites in the programme, it is planned to achieve starts on site in 2015 with completions in 2016. Sites identified through the garages review are likely to prove more complicated to develop and would follow in a later phase. The New Build programme as a whole would be managed by the Council's Housing and Neighbourhood Regeneration Team, which currently facilitates housing association development in the city. The individual construction projects would be managed by the Council's Capital Delivery Service.

9.0   FINANCIAL IMPLICATIONS

9.1   The financial implications for individual new build schemes and property acquisitions will vary considerably according to the costs and rents generated. This section examines a likely scenario with a funding gap, outlines the available sources of match funding to address that gap and sets out criteria that would need to be met in order for schemes or acquisitions to represent viable investments within the context of the HRA Business Plan.

9.2   The majority of the funding for building or acquiring Council homes would come from the HRA. The annual HRA Business Plan Update for 2014/15 forecasted some capacity in the coming years for invest-to-save schemes such as self-financing (viable) schemes for new/additional housing. When this capacity is considered alongside the £40m borrowing capacity within the HRA a sizeable investment fund becomes available for such stock increase schemes.

9.3   In order to deliver a viable stock increase programme, match funding is required to supplement HRA resources. Currently, approximately £19m of match funding is projected to be available over the proposed six year programme – this is purely an estimate at this stage and any of the potential funding streams could produce significantly more or less funding than currently forecast. This is broken down and set out in more detail below. The majority is ring-fenced Right to Buy receipts forecast to become available to the HRA over the next 6 years. This can be matched with the HRA 'investment fund' to deliver a stock increase programme of around 600 new homes and this was factored into the business plan.

9.4   The current forecast indicates that there is likely to be borrowing headroom for additional development. The emphasis of the plan in the coming months and years will be to source other funding which unlocks this borrowing capacity so that even more homes can be delivered, in addition to the 600 already factored in.

9.5   Any additional properties built or acquired would be subject to the Right to Buy (RTB). The Council is protected for 15 years by the cost floor rule, which prevents the sale of Council homes for less than they cost to build or acquire, but after 15 years the properties would be subject to the full discount available to the tenant. However, the risk of financial loss to the council through RTB can be mitigated through the initial viability assessment, which can take account of this risk (by assessing the likelihood of RTB sale and average level of debt at the point of sale). Losses through RTB are built into the financial assumptions ensuring risk is factored into and balanced across the programme. Officers will continue to explore ways in which the risk of Right to Buy can be mitigated.

9.6   The starting point for assessing viability for acquisition or new build is the money that can be borrowed against future rental income, assuming a 30 year break even period and no additional management costs (given that the additional stock will be offset by losses through Right to Buy).

9.7   The following example is a likely scenario for an acquisition or new build on a typical Council estate in the city. It shows the amount of rent generated by an affordable rent and the amount of HRA borrowing that rent supports. There is then a funding gap which needs to be filled by alternative funding resources. In this example the funding gap would be £5k for an acquisition or £35k for a new build property.

Property type	3 bedroom house
Affordable Rent (50 weeks)	£95 per week
Maximum HRA contribution	£85k

Acquisition

Estimated capital costs for acquisition and works	£90k
Funding gap for acquisition	£5k

New Build

Estimated cost for new build	£120k
Funding gap for new build	£35k

Match Funding

9.8   There are a number of potential sources of match funding, outlined below. The figures are current estimates and will change. There are specific criteria which apply to the use of these funds (e.g. HCA grant or commuted sums) and the application of these funds will need to flex with the circumstances of the individual property.

Additional Right to Buy Receipts

9.9   The Government's 'reinvigoration' of the Right to Buy policy is forecast to create additional receipts as more households exercise their option to buy their Council home. These receipts are subject to different rules regarding their use compared to the basic receipts originally forecast as part of self-financing. These receipts can be used to cover up to 30% of the cost of building or acquiring a property. In the example above, RTB receipts would cover the funding gap for acquisition and new build. For more expensive new build schemes the funding gap may rise above 30%, in which case RTB receipts would not be sufficient, on their own, to fund a scheme. The current estimated forecast is for £15.5m of receipts becoming available over the next 6 years, although this is subject to change.

Commuted Sums from Section 106 Planning Agreements

9.10   These are sums agreed with private housing developers through the Planning process in lieu of providing affordable housing on-site. The Council's Interim Planning Guidance on Affordable Housing states that where a commuted payment is made it will be used to finance new affordable housing by new building or the purchase, refurbishment or conversion of existing private housing elsewhere within the city. There are no restrictions on the amount that can be spent per unit, so these sums are a flexible source of match funding and would be useful for more expensive new build schemes where RTB receipts cannot bridge the gap. There are normally geographical restrictions on where the sums can be spent and the sums would, where possible, be spent on housing projects that further general Council aims and objectives. Projected commuted sums already identified could amount to £3m. The spending of commuted sums is clearly audited so that it can be demonstrated how many affordable homes have been delivered with each commuted payment.

HCA Grant

9.11   This is a less flexible source of funding because there are restrictions on the amount that can be spent per unit (e.g. for the existing Purchase and Repair Scheme the limit is £17k, although this may rise to £20k in the second round of funding). There is also a range of standards that properties must meet, although these may be relaxed in future. This restricts the range of properties that can be acquired and means that new build schemes funded exclusively by HRA borrowing and HCA grant are unlikely to be viable. However, as part of a mix of funding, it can still play a role, particularly for acquisitions. £570k has already been secured for acquisitions.

9.12   Other sources of funding may emerge during the course of the programme. The terms and availability of potential funding streams would be continually reviewed to achieve the greatest number of homes and best value for money, taking into account other potential uses of the funding. Based on current modelling, it would be possible to deliver 600 additional homes utilising the existing funding options.

9.13 The table below summarises the potential funding streams and the borrowing assumptions that inform the current financial modelling:

Source of Match Funding	Forecast Match Funding (£m)	Assumed HRA Contribution (£m)	Total (£m)
Additional RTB Receipts	15.5	36.2	51.7
Commuted Sums	3.0	7.0	10.0
HCA Grant	0.6	2.3	2.9
TOTAL	**19.1**	**45.5**	**64.6**

The number of homes delivered through each funding stream will be dependent on the actual amounts of match funding that become available and the eventual balance of acquisitions and new build. There may also be occasions where it is necessary to combine funding streams to deliver a particular scheme.

10.0 PROGRAMME MANAGEMENT

10.1 In order to ensure value for money for the HRA, each individual scheme must be at least self-financing over the 30 year planning horizon of the business plan before it is approved to proceed. The assessment of financial viability would take into account the risk of eventual loss through Right to Buy and seek to balance this risk across the programme.

10.2 The key constraints in maximising delivery of additional homes are the availability of match funding, the viability of each individual scheme and the debt cap. These factors are subject to significant change due to shifts in government policy, the housing market, costs of construction and various other matters outside the Council's control. The programme would, therefore, be the subject of careful ongoing management under the direction of the Council Housing HRA Business Plan Board to ensure a balanced programme that would maximise the number of homes delivered. Any additional borrowing would be subject to Cabinet approval.

10.3 Officers would assess the projected delivery of acquisitions in 2014/15 and bring forward a more detailed submission in line with the Council's capital approval process.

11.0 LEGAL IMPLICATIONS

11.1 The Council has powers under Part II of the Housing Act 1985 to provide housing accommodation by building dwellings on land acquired for the purposes of that Part (referred to in this report as "Housing land") and by acquiring dwellings. These dwellings are accounted for within HRA by virtue of Part VI of the Local Government and Housing Act 1989.

11.2 Section 24 of the 1985 Act provides that the Council may make such reasonable charges as it may determine for the tenancies of its houses. This power is constrained by government policy on rents for social housing which effectively limits the rent that may be set by restricting the amount of housing benefit subsidy that may be claimed by local housing authorities. Recently issued draft guidance describes when properties may be let on affordable, rather than social, rent terms.

11.3 The Council has entered into an agreement with the Secretary of State for Communities and Local Government pursuant to section 11(6) of the Local Government Act 2003 enabling it to retain the additional RTB receipts (as described in paragraph 9.9 of this report) for the provision of social housing, subject to certain conditions including that the amount of retained receipt spent must not exceed 30% of the cost of building or acquiring a new dwelling.

11.4 Where additional external funding is secured it will be necessary to enter into an agreement with the funder and there may be additional contractual requirements imposed, such as those described at paragraph 9.11 of this report in respect of HCA grant. In particular, properties acquired or built using any element of HCA funding must be let at an affordable rent.

11.5 For any property acquired or built under the programme set out in this report the Council must determine what rent constitutes a reasonable charge for the tenancy, taking into account its own priorities, government guidance and any contractual restrictions.

12.0 HUMAN RESOURCES IMPLICATIONS

12.1 The work to deliver the acquisitions programme may require additional staff resources to handle the volume of property surveys required. If so, additional staff would be paid for from the same resources as the acquisitions themselves. This would be part of the submission for capital approval.

13.0 EQUALITY IMPLICATIONS

13.1 An Equality Impact Assessment has been conducted and concludes that fundamentally this proposal is equality neutral, affecting all local people the same regardless of age, sex, race, faith, disability, sexuality, etc. However, it should prove particularly positive for people who are less well off or financially excluded. It should also prove positive for community cohesion and for disabled and older people. No negative equality impacts have been identified.

14.0 ALTERNATIVE OPTIONS CONSIDERED

14.1 The alternative to delivering this programme is for the Council's housing stock to continue to both age and reduce. This would leave the HRA with less debt but it would leave the city with less affordable housing when more is needed.

14.2 Officers considered the possibility of extending the role of the Sheffield Housing Company (SHC) to provide new Council homes. However, building of council houses on Council land was not part of the SHC's procurement and would be a new public works contract that must be tendered for under public sector procurement rules. The 30 new council homes to date were acquired from the SHC, not built for the Council by the SHC. If the SHC wanted to build houses for the Council they would need to respond to the tender along with any other interested parties.

14.3 The alternative option for the potential new build sites would be disposal on the open market. A specific option appraisal would be undertaken for each site within the Strategic Business Case required for the Council's capital approval process.

15.0 REASONS FOR RECOMMENDATIONS

15.1 Sheffield's Strategic Housing Market Assessment estimates that an additional 725 affordable homes would be required each year for the next five years to meet projected need in the City.

15.2 Delivering the proposed programme of additional Council housing would maintain the authority's housing stock at a sustainable level in the light of continuing loss of stock through Right to Buy.

15.3 Delivering a significant element of new build Council housing within the programme would contribute towards overall housing and economic growth in the city whilst increasing the choice of housing locally.

15.4 Acquiring additional stock would have wider strategic benefits including bringing empty properties into use and increasing choice within the housing stock.

16.0 RECOMMENDATIONS

R1 That Cabinet approves the development of a mixed programme of acquisitions and new build to renew the Council's housing stock.

R2 That the Director of Regeneration and Development Services in consultation with the Director of Commissioning and the Interim Director of Council Housing Services be authorised to identify properties for acquisition for council housing and prepare the necessary capital approval submission in line with Council's approval process.

R3 That the Director of Capital and Major Projects in consultation with the Director of Regeneration and Development Services be authorised to

negotiate and agree terms for the acquisition of the properties identified and the Director of Capital and Major Projects be authorised to instruct the Director of Legal Services to complete the necessary legal documentation.

R4   That the Director of Regeneration and Development Services in consultation with the Director of Commissioning, the Interim Director of Housing Services and the Director of Capital and Major Projects be authorised to identify sites for new build Council Housing, specify the type and size of homes required and prepare the necessary property disposal and capital approval submission in line with Council's approval process.

R5   That the Director of Commissioning in consultation with the Director of Finance be authorised to set such charges for the tenancy of each dwelling acquired or built under this programme as he deems reasonable.

SHEFFIELD CITY COUNCIL
Cabinet Report

Report of:	Executive Director Communities
Cabinet Portfolio:	Communities
Date:	19/2/2014
Subject:	Gateway Protection Programme
Author of Report:	Belinda Gallup

Summary:

In 2004 Sheffield was the first local authority to welcome Gateway refugees when the programme was launched in the U.K.

In 2011 Sheffield City Council was awarded funding by the Home Office, on behalf of our delivery partnership which comprises Hull City Council and the Refugee Council, to deliver a refugee resettlement programme in Sheffield and Hull from 2011 – 2014. This programme will end in August 2014 and the Home Office have requested that the three national providers of current Gateway programmes submit costs to deliver a further programme to run from 1/4/14 to end no later than 31/3/2016.

Authority is now being sought for the Council to enter into new agreements with the Home Office, subject to agreement on costs, to continue delivery of the Gateway Protection Programme, GPP, and for the Council to continue to receive the grant funding from the Home Office for the delivery of the programme and to continue the sub-contracting arrangements it has in place with Hull City Council and the Refugee Council for the services they deliver.

Reasons for Recommendations:

The Council has managed a successful programme delivery partnership with Hull City Council and the Refugee Council since 2011. As well as overall management of the programme, the Council has also managed the provision of housing and associated tenancy support for the Gateway refugees. The local authority VCF partnership provides excellent quality and value for money services and delivering a further programme going forward will ensure the continuity of the current delivery partnership as well as providing the best housing and resettlement services for new refugees arriving in the city.

Recommendations:

Subject to the Home Office agreeing the costs submitted it is recommended that:-

    i)   the Council enters into two funding agreements with the Home Office to deliver the Gateway Protection Programme for the period from 1/4/14 – 31/3/16;

    ii)   the Council enters into funding agreements with the Refugee Council and Hull City Council for the elements of the programme that they deliver on terms which reflect the Council's agreement with the Home Office;

    iii)   authority is delegated to the Executive Director Communities in consultation with the Director of Finance to instruct the Director of Legal and Governance to finalise terms and complete the necessary documentation.

Background Papers: Equality Impact Assessment

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications	
YES/NO Cleared by: Mark Wassell	
Legal Implications	
YES/NO Cleared by: Andrea Simpson	
Equality of Opportunity Implications	
YES/NO Cleared by: Phil Reid	
Tackling Health Inequalities Implications	
YES/NO	
Human rights Implications	
YES/NO:	
Environmental and Sustainability implications	
YES/NO	
Economic impact	
YES/NO	
Community safety implications	
YES/NO	
Human resources implications	
YES/NO Cleared by Chris Prime	
Property implications	
YES/NO	
Area(s) affected	
Relevant Cabinet Portfolio Leader	
Relevant Scrutiny Committee if decision called in	
Is the item a matter which is reserved for approval by the City Council?	
NO	
Press release	
NO	

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Communities and Inclusion

Gateway Protection Programme

1.0   SUMMARY

1.1   In 2004 Sheffield was the first local authority to welcome Gateway refugees when the programme was launched in the U.K. Since 2011 Sheffield has managed a Yorkshire and Humber resettlement delivery partnership, involving Hull City Council and Refugee Council.

1.2   Each city will resettle 90 refugees each year of the programme with all costs being met for the first 12 months following arrival in the resettlement city. The programme is funded by the Home Office and European Refugee Fund. This programme will end in August 2014 and the Home Office have requested that the three national providers of current Gateway programmes submit costs to deliver a further programme to run from 1/4/14 and to end no later than 31/3/16.

1.3   Authority is now being sought for the Council to enter into two further funding agreements for an extension of the programme, to run from 1/4/14 – 31/3/16 and, subject to satisfactory funding arrangements, for the Council to continue receiving the grant funding from the Home Office for the delivery of the programme and enter into sub-agreements with Hull City Council and the Refugee Council, on terms which reflect the Council's agreements with the Home Office, for the services that they deliver.

1.4   The new arrangements will be in place to cover 180 refugees arriving between 1 April 2014 – 31 March 2015. The Grant Agreements for the new programme are expected to replicate the existing Grant Agreements. The GPP is funded via a direct grant agreement with the Home Office and a separate Grant Agreement with the Home Office as Responsible Authority for the European Refugee Fund in the UK, which taken together fund 100% of the activity. The delivery partners will continue to support refugees who arrived prior to August 2013 with funding received as part of the current Grant Agreements and refugees arriving between 1/4/14 – 31/3/15 will be funded under the new Grant Agreements and be supported until 31/3/16.

2.0   WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

2.1   Sheffield was the first City of Sanctuary and as a city is proud to welcome asylum seekers and refugees into its neighbourhoods. Continued involvement with the GPP supports this commitment and is a clear signal that Sheffield intends to be a place of safety for those fleeing persecution.

2.2   As the first local authority to participate in the programme many other local authorities have looked to Sheffield to give guidance and share experiences of the success of the programme in the city. Refugees have settled well into local communities and integrated well into neighbourhoods, sharing different cultures and becoming active citizens

alongside their neighbours.

3.0   OUTCOME AND SUSTAINABILITY

3.1   The GPP is fully funded by the Home Office for the first 12 months after the refugees arrive, including housing, healthcare, education and casework support.

3.2   During the course of the first 12 months the refugees are supported to become fully independent and tailored support offered by both Sheffield City Council and Refugee Council staff is tapered to reduce over the course of the year. If, at the end of the 12 months, households need more support referrals are made onto appropriate support agencies.

3.3   The programme will continue to be delivered in tandem with the Ethnic Minority and Traveller Achievement Service and NHS Sheffield, who have separate arrangements and funding agreements for the provision of education for children and health care. Regular stakeholder meetings will be convened where planning for arrivals and ongoing support for the refugees who have already been resettled will be discussed.

3.4   Many of the refugees resettled have gone onto form community groups and join the Gateway Community Forum as they have become more established and integrated into life in the city. Some of the refugees who arrived as children have gone onto university and a number of refugees have secured paid employment or are undertaking volunteering work, including befriending and supporting newer cohorts of Gateway refugees.

4.0   MAIN BODY OF THE REPORT

4.1   The GPP is the UK refugee resettlement programme run by the Home Office in conjunction with the United Nations High Commission for Refugees (UNHCR) The GPP resettles refugees who are not able to return to their country of origin or remain long term in their host country. The Cabinet Member for Communities agreed on 7/10/11 for the Council to enter into a funding agreement with the Home Office to deliver the resettlement programme from 2011 – 2014.

4.2   The current programme involves the two local authorities securing housing and providing tenancy support for the resettled refugees whilst the Refugee Council provides the reception and integration support for the refugees for the first 12 months after their arrival in the UK. The programme is wholly financed by central government and European monies for the first 12 months after refugees arrive in a locality.

4.3   The Home Office have indicated that they intend to tender for a longer term programme during 2014 / 2015 which will require the submission of tenders from organisations and partnerships wanting to deliver programmes from 2015 onwards. Discussions will be held with our current delivery partners, Hull City Council and Refugee Council with a view to seeking approval to submit a bid to deliver a longer term programme after the end of the extension in 2016.

4.4 The new grant agreements will start in 1/4/14 and will end no later than 31/3/16. Sheffield and Hull will be required to resettle 90 refugees in each city during the period 1/4/14 – 31/3/15. The terms of the new Grant Agreements will replicate those of the current Agreements and will relate to the housing and support for the refugees arriving during the 12 month period ending on 31/3/15. The delivery partners will resettle the 14/15 intake of refugees using the funding allocated for 13/14 programme. This would then be topped up with the extension funding when required during the year, as the 13/14 funding is exhausted.

4.5 Legal implications

The Council will enter into legal agreements to secure funding and delivery.

4.6 Equality implications

An EIA has been carried out and is attached. The main impacts identified are that the extension of the Gateway programme will have a positive equality impact primarily on BME communities as all refugees being resettled will be from a BME background. The Gateway programme offers the resettled refugees the only chance of a durable solution to their protracted refugee status. Refugees will also have other protected characteristics which may be relevant to their resettlement needs and this would be addressed as part of the individualised support that they receive, for example, some of the refugees who are resettled may have suffered persecution on the basis of their sexuality or religion. If the programme is not extended this may have a negative impact on the refugees awaiting resettlement. However, it would not impact on those who are currently involved in the programme as their resettlement support is guaranteed under the current programme arrangements.

4.7 Financial implications

4.7.1 The costs of managing the GPP are fully met by the Home Office and European Refugee Fund for the first 12 months, with no net cost to the Council budget. The maximum amount payable from the Home Office will be £1, 584, 129, this is broken down below.

4.7.2 Breakdown of maximum level of funding available for term of extension for activity within Housing Solutions

	Direct Costs	7% indirects	Total payment
Sheffield City Council	£411,623	£28,814	£440,436
Hull City Council	£451,129	£31, 579	£482,708
Refugee Council	£649,783	£45,485	£695,268
	£1,512,535	**£105,878**	**£1,618,413**

4.7.3 The submitted costs and the funding agreements will be based on outputs of 90 refugees arriving in each city over the course of the 12 month period

from 1/4/14 – 31/3/15. Each refugee will be provided with housing and integration support. The budgets are based on fixed costs, e.g. salaries and variable costs, e.g. accommodation set up costs. If the number of refugees resettled is less than 90 within the 12 month period the Home Office would still retain liability to meet the fixed costs within the Grant Agreement and the variable costs would be reduced, pro rata, according to the actual number of refugees resettled, and the actual costs incurred for their housing and support.

4.7.4   If additional costs are identified prior to arrival separate funding agreements will be made with the Home Office, as per the current programme.

4.7.5   Built into the funding agreements are 7% indirect costs which will be retained to fund any unforeseen expenditure during the course of the programme. If additional, unexpected costs arise, over and above the level of the 7% indirect costs, discussions will be had with the Home Office to either identify additional funding for the programme or to vire underspend on other aspects of the Gateway programme areas to meet any unplanned costs. Historical and current management of the budget has given us confidence that there will be significant areas of underspend which can be used to meet any unplanned expenditure in the future programme.

4.7.6   EMTAS receive additional funding from the Home Office, equivalent to 1.6fte workers and £10,000 towards management costs. In addition, an amount of £4,500 is payable for each child aged 5 – 18 and an amount of £2, 250 for each child aged 3 or 4. This is used to support the admissions process, for home school liaison and to provide classroom support for the children.

4.7.7   Separate funding agreements are made between the Home Office and NHS Sheffield, which fund the initial patient registration and health screening process which takes place centrally at Mulberry Practice. Additionally, once the refugees are registered with their local general practice a sum of £50 per refugee is paid to the practice to facilitate this registration.

4.7.8   At the end of the extension period both the funding and the activity will cease. There will be no ongoing commitment on the Council to continue any of the work prescribed in the Grant Agreements.

4.8   HR implications

4.8.1   The Grant funding pays salaries / part salaries for the following posts:-

Post	Grade	fte
Service Manager	11	0.3
Team Manager	8	0.75
Monitoring Officer	5	0.6 (fully funded)
Senior BSO	4	0.5 (fully funded)

Gateway Finance	6	0.2
Property Inspector	Kier secondee	1.0
Handy person	Kier secondee	1.0

4.8.2   If the Council does not enter into the funding agreements with the Home Office the Council's Achieving change / MER procedure would be used to address the shortfall in funding against the number of posts and the structure within the Service.

4.8.3   The secondment arrangements for the KIER operatives end on 31/8/14 and these staff would return to KIER at the end of the current Grant Agreement.

5.0   ALTERNATIVE OPTIONS CONSIDERED

5.1   If the Council did not enter into the funding agreements with the Home Office for this extension the Home Office have confirmed that they would not have enough time to identify another partner in the city to provide the housing and to contract with for the resettlement programme in Yorkshire and the Humber. This would mean that the national programme may not achieve its quota to resettle 750 refugees in 14/15.

5.2   The current delivery partners have both committed to continuing the existing arrangements for the period of the extension.

6.0   REASONS FOR RECOMMENDATIONS

6.1   The Council has managed a successful programme delivery partnership with Hull City Council and the Refugee Council since 2011. As well as overall management of the programme, the Council has also managed the provision of housing and associated tenancy support for the Gateway refugees. The local authority VCF partnership provides excellent quality and value for money services and delivering a further programme going forward will ensure the continuity of the current delivery partnership as well as providing the best housing and resettlement services for new refugees arriving in the city

7.0   REASONS FOR EXEMPTION

7.1   Not applicable.

8.0   RECOMMENDATIONS

8.1   Subject to the Home Office agreeing the costs submitted it is recommended that:-

        i)   the Council enters into two funding agreements with the Home Office to deliver the Gateway Protection Programme for the period from 1/4/14 – 31/3/16;

        ii)   the Council enters into funding agreements with the Refugee Council and Hull City Council for the elements of the programme that they deliver on terms which reflect the

Council's agreement with the Home Office;

iii)   authority is delegated to the Executive Director Communities in consultation with the Director of Finance to instruct the Director of Legal and Governance to finalise terms and complete the necessary documentation.

Belinda Gallup
Service Manager Housing Solutions
13/1/14

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