

Overview and Scrutiny Management Committee

Wednesday 19 February 2014 at 10.00 am

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

The Press and Public are Welcome to Attend

Membership

Councillors Chris Weldon (Chair), Ian Auckland, Penny Baker, Roger Davison,
Gill Furniss, Cate McDonald, Mick Rooney and Andrew Sangar

PUBLIC ACCESS TO THE MEETING

The Overview and Scrutiny Management Committee comprises the Chairs and Deputy Chairs of the four Scrutiny Committees. Councillor Chris Weldon Chairs this Committee.

Remit of the Committee

- Effective use of internal and external resources
- Performance against Corporate Plan Priorities
- Risk management
- Budget monitoring
- Strategic management and development of the scrutiny programme and process
- Identifying and co-ordinating cross scrutiny issues

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 Scrutiny Committee 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.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee 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.

If you require any further information about this Scrutiny Committee, please contact Matthew Borland, Policy and Improvement Officer, on 0114 27 35065 or email matthew.borland@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.

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA
19 FEBRUARY 2014**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest**
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting**
To approve the minutes of the meeting of the Committee held on 11th November, 2013
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. Capital Programme and Revenue Budget Approval 2014/15**
To consider the following reports which are to be considered by the Cabinet on 19th February, 2014:-
 - (a) Report of the Executive Director, Resources, on the Capital Programme Budget Approval 2014/15; and
 - (b) Joint Report of the Chief Executive and the Executive Director, Resources, on the Revenue Budget Approval 2014/15
- 8. Date of Next Meeting**
The next meeting of the Committee will be held on a date to be arranged

ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

A new Standards regime was introduced on 1st July, 2012 by the Localism Act 2011. The new regime made changes to the way that your interests needed to be registered and declared. Prejudicial and personal interests no longer exist and they have been replaced by Disclosable Pecuniary Interests (DPIs).

The Act also required that provision is made for interests which are not Disclosable Pecuniary Interests and required the Council to introduce a new local Code of Conduct for Members. Provision has been made in the new Code for dealing with “personal” interests.

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>

If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

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

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 not:

- 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 -
 - under which goods or services are to be provided or works are to be executed; and
 - 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

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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Overview and Scrutiny Management Committee

Meeting held 11 November 2013

PRESENT: Councillors Chris Weldon (Chair), Ian Auckland, Penny Baker, Roger Davison, Gill Furniss, Cate McDonald, Mick Rooney and Andrew Sangar

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1. APOLOGIES FOR ABSENCE

1.1 No apologies for absence were received.

2. EXCLUSION OF PUBLIC AND PRESS

2.1 No items were identified where resolutions may be moved to exclude the public and press.

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

4. MINUTES OF PREVIOUS MEETINGS

4.1 13th February 2013

The minutes of the meeting of the Committee held on 13th February 2013, were approved as a correct record and, arising therefrom, Councillor Mick Rooney, Chair of the Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee, stated that the service previously provided by the Council, to provide free of charge, the provision and fitting of small items of daily living equipment costing less than £50, had now been stopped for financial reasons.

4.2 15th May 2013

The minutes of the meeting of the Committee held on 15th May 2013, were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 There were no petitions submitted and the Chair agreed that any public questions should be raised under Item 6.

6. SHEFFIELD CITY COUNCIL ELECTORAL REVIEW - UPDATE ON REVIEW, PREPARATION AND DISCUSSION PAPER ON COUNCIL SIZE

6.1 The Director of Policy, Performance and Communications, submitted a report containing a summary of the evidence which had been presented to an informal meeting of the Committee held on 11th July 2013, by organisations

and members of the public, regarding the size of the City Council and the proposed submission on Council size. The report was accompanied by the draft submission on Council size, which was to be submitted to the Local Government Boundary Commission for England. A paper containing the results of a survey of Elected Members, undertaken in order to inform the Council's submission on Council size, together with details of the methodology used as part of the survey were circulated at the meeting.

6.2 The following representations were made:-

6.2.1 Mr Alan Kewley

Mr Kewley indicated that he had not been able to attend the informal meeting of the Committee held on 11th July 2013, but had submitted representations which were included in the report now submitted. Mr Kewley elaborated on the representations he had made, indicating that he had not been able to comment on what he believed to be anomalies as part of the last boundary review undertaken 10 years ago due to an issue regarding time limits. He had been in contact with the Boundary Commission and expressed his concerns that, as part of this review, there were no plans to increase the number of Councillors. Mr Kewley also questioned how the Council could make public information more accessible and when the Council would be announcing its proposals in connection with changes to its Ward boundaries.

6.2.2 Mr Jonathan Harston

Mr Harston, who made representations at the informal meeting of the Committee held on 11th July 2013, stated that he had difficulty in commenting on the Council size on the basis that no figures available regarding the forecasted population of the City.

6.3 Victoria Penman, Policy and Improvement Officer, stated that the Council would make its submission on Council size in January 2104 and that the Local Government Boundary Commission for England (the Commission) would carry out consultation on the first stage of the review, which included the number of Councillors to be returned to the Council, from January to March 2014. The Group Leaders had already met with the Boundary Commission and had all agreed that cross-party agreement on this issue was important. It had been proposed that the City Council should continue to comprise 84 Councillors, representing 28 Wards, and it had been identified that the City needed a wide range of Councillors in order to undertake the work required of them in a large City with a strong tradition of local democracy. Whilst there had been losses and reductions in respect of some Council Services as a result of the recent budget cuts, it had been determined that this would not necessarily result in a reduction in Councillors' workloads and could, in some cases, increase such workloads as some residents would require additional help and advice. Ms Penman stated that the decision to recommend maintaining 84 Councillors had been informed by a wide range of evidence, as set out in the report now submitted and the additional information circulated.

6.4 In response to the questions raised by the members of the public, Ms Penman stated that, in terms of the accessibility of papers, officers had been working on the draft of the report for some time and had only recently been in a position to make the papers public. She also agreed that the report would benefit from a contents page. It was planned that the report be submitted to the Full Council at its meeting in January 2014, and that following this, there would be further public consultation, between March and April. Officers had also developed a database comprising those individuals and organisations who wished to be kept informed of the proposals, as part of the consultation process, and attendees who were not already on this database were invited to contact Ms. Penman so they could be added. In response to the question regarding Ward boundaries, it was stated that the Council's proposals on this issue would be announced as part of Stage 2 of the review, which would start in May 2014.

6.5 The following comments were made by Members of the Committee:-

- As part of Stage 2 of the review, regarding Ward boundaries and names, it would be useful if Members could view a relief map of the City as this would make it much clearer and easier to comment on the new boundaries.
- There were no real reasons or grounds for either increasing or decreasing the number of Councillors at the present time. Any decision to increase the number of Councillors would not be accepted by the public, particularly in the recent financial climate. There would be no grounds for reducing the number of Councillors in the light of current workloads and, taking into consideration, the additional duties of Chairs and members of outside bodies.
- It was suggested that the submission could be strengthened by clarifying the range of hours worked by Councillors, as many worked significantly longer than others and including information on population projections and, as an appendix, the summary of the research carried out with Councillors which had been circulated at this meeting.

6.6 RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, together with the additional information circulated;
- (b) in the light of the comments received as part of the survey and the comments made at this meeting, approves the draft submission on Council size, as attached to the report now submitted, and refers it to the Full Council meeting to be held on 8th January 2014, prior to its submission to the Local Government Boundary Commission for England; and
- (c) thanks Victoria Penman and her colleagues in Policy, Performance and Communications for the excellent work undertaken.

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2014-15 Capital Programme

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2014/15 Capital Programme

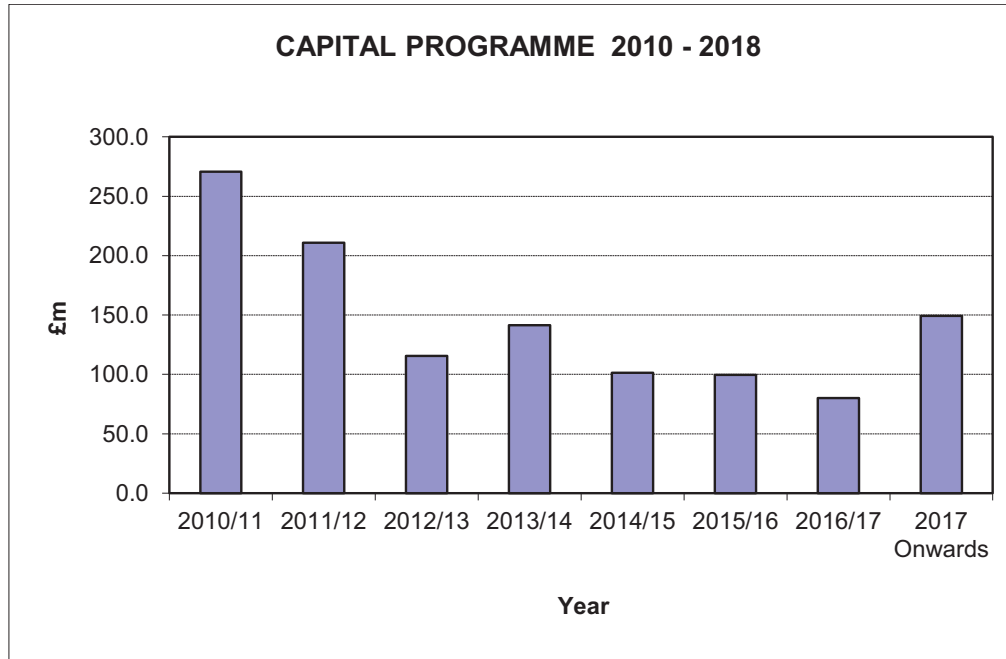
CAPITAL PROGRAMME EXECUTIVE SUMMARY

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.

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 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

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

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

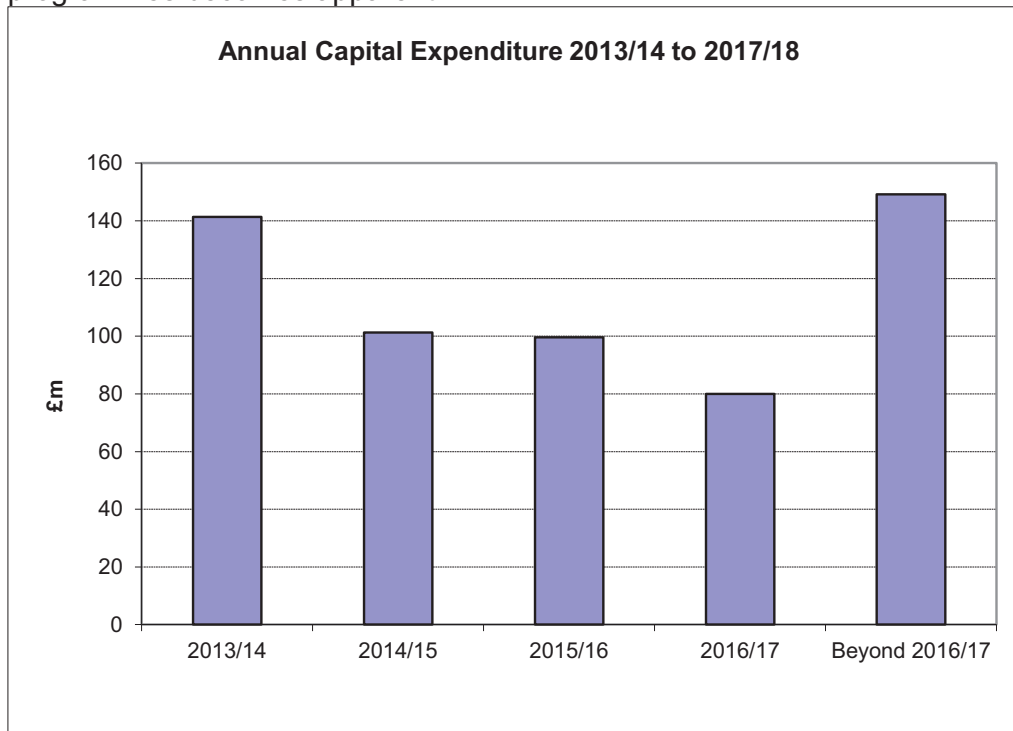
[1] Represents the level of slippage approved at the equivalent period last year.

KEY ELEMENTS of the CAPITAL PROGRAMME

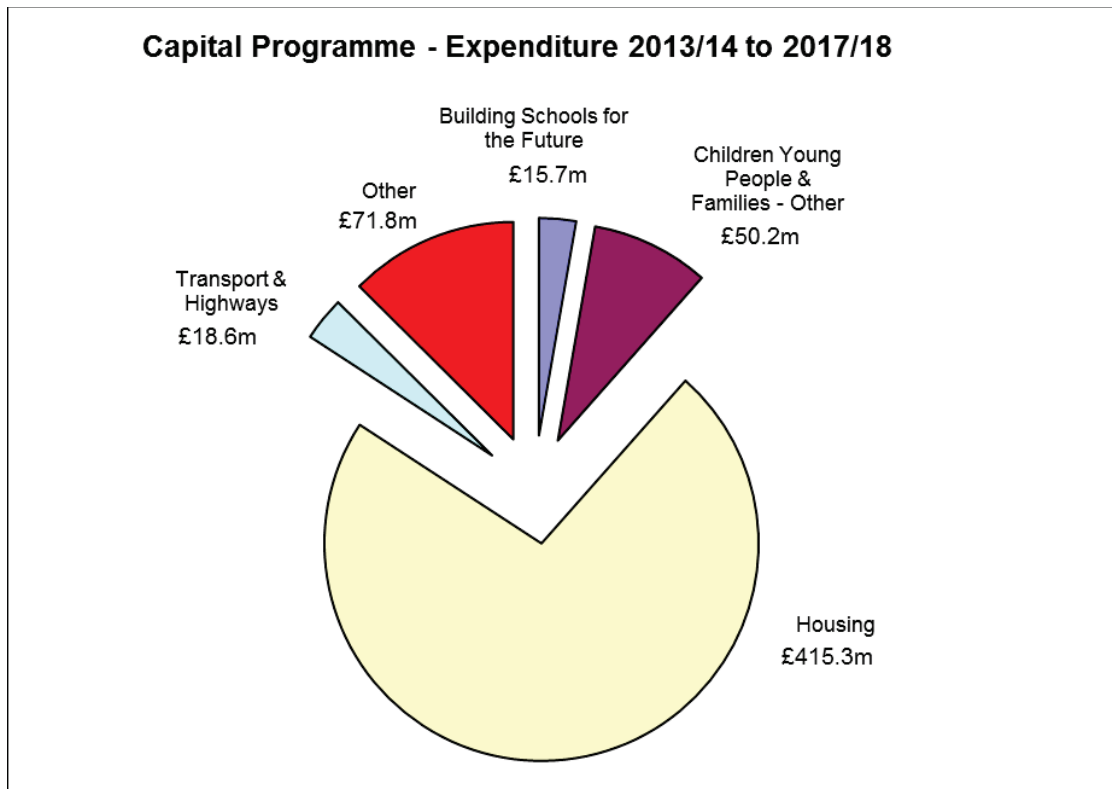
52. The overall Capital programme position for the 5 years from 2013/14 to 2017/18, amounts to £572m. Although the programme is made up of numerous capital projects the majority of its value falls within the Housing programme, which represents around £415.3m (73%) of the total programme.

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:



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

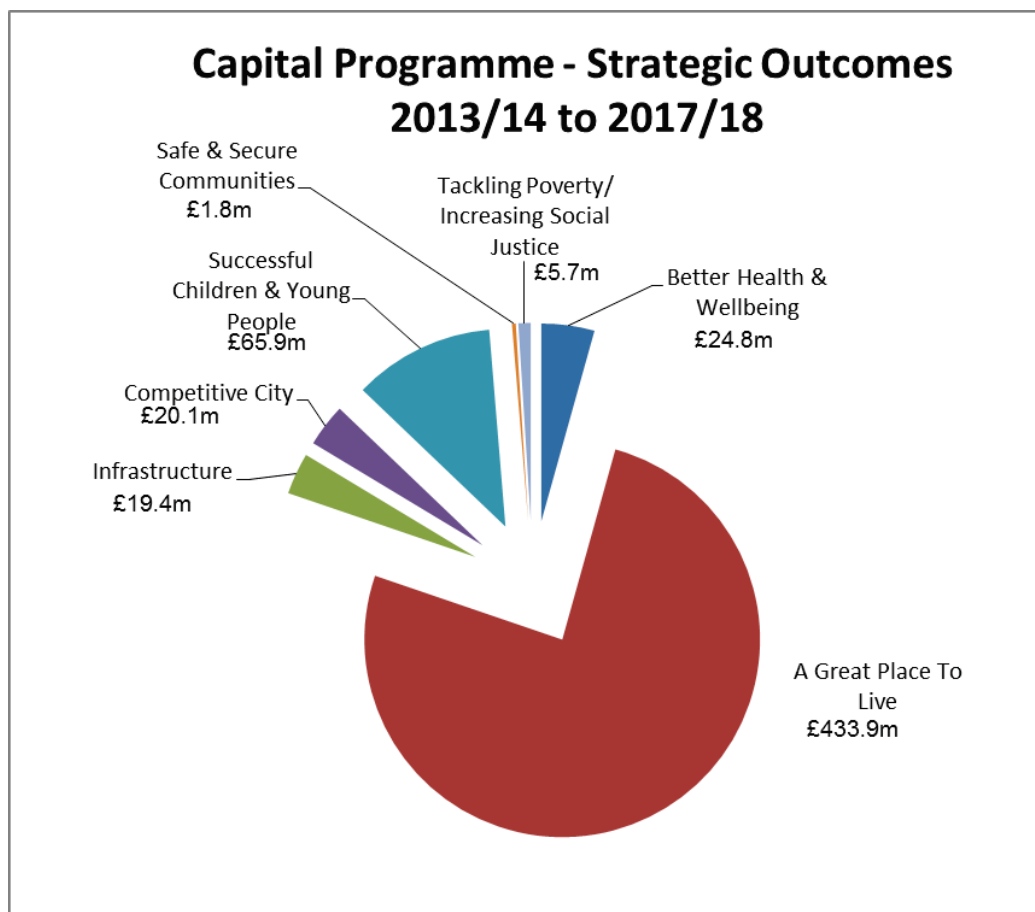
61. £22.2m of **City Regeneration projects** including the purchase of properties for the New Development District (£5m+), public realm improvements on the Moor (£0.5m) and Arundel Street plus the completion of **the new Sheffield Indoor Market** (£12.2m) which will help to regenerate the Moor shopping 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.



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.

- 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

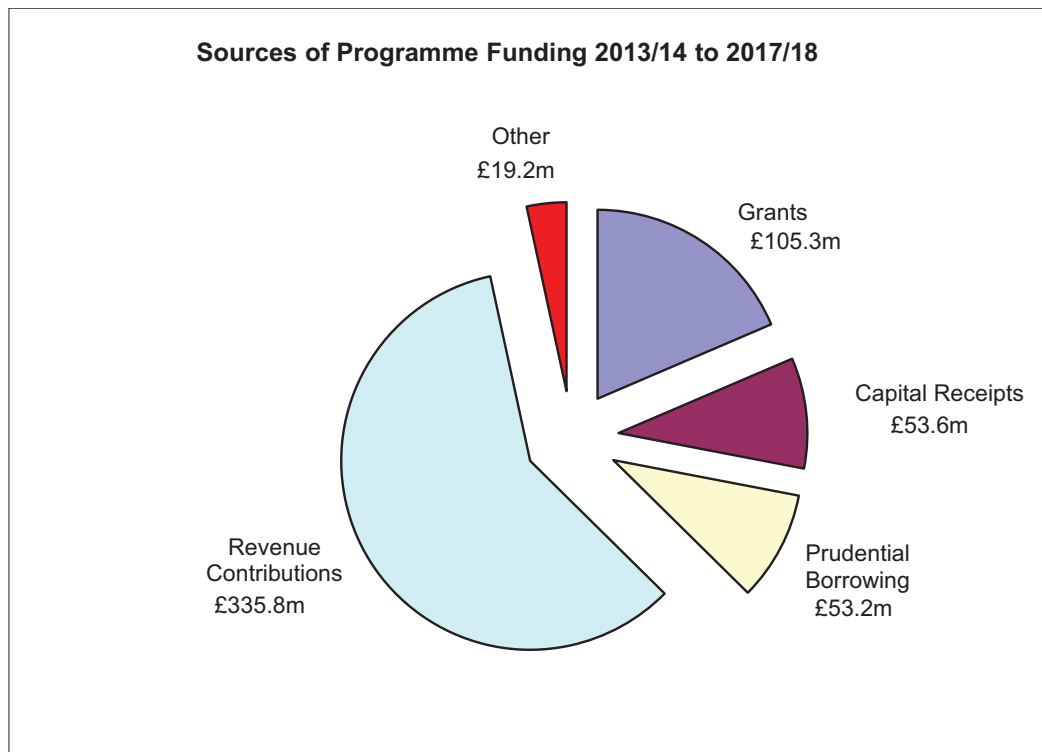
- 79. The year on year change in CYPF, from £38.0m in 2013-14 to £20.8m in 2014-15 shows a reducing level of BSF investment as that programme comes to an end. The schools programme is now focussed on the creation of new school places and primary school refurbishment using the Government's Basic Need 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		
<u>Scheme</u>	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

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 COUNCILCAPITAL PROGRAMME

PORTFOLIO / SERVICE	2013/14		2014/15		2015/16		2016/17		Future		Total	
	£k	%	£k	%	£k	%	£k	%	£k	%	£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
PK&E												
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

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

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.

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. The 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.

- 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

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
	<u>-13,827</u>	<u>-5,669</u>

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		

Overspending on project estimates	-284	595
Other variances	673	-6,289
	<u>-312</u>	<u>-9,433</u>
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
	<u>-3,635</u>	<u>1,316</u>
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:

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
	<u>-2,252</u>	<u>-4,621</u>
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.

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
	<hr/>	<hr/>
	-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.

Investment Rules for use of the Capital Resource Pool

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.

Leisure Facilities

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

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.

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 Council's new Housing Strategy and other related strategies. This establishes three key objectives for housing in the City over the next 10 years. These are:

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

This year, the activities contained within this appendix follow this format in order to clearly set out how 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.

- 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	<u>£ 5.737m</u>
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.

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

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 in 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:

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

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 statutory nuisance. We work with landlords to seek compliance through 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 suppress 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

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
<i>Slippage</i>	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
<i>Slippage</i>	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

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

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-Deerne).
 - 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

- 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

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:

- Accident reduction schemes - additional funding for more schemes to improve road safety, from existing lists of known problem sites.
- 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.
- 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;
- 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;
- Another city-wide programme, again linked to Streets Ahead, of small scale cycling opportunities;

- 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: SYPTA 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. SYPTA 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.

Appendix 6A

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+

Appendix 6B

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

Appendix 6C

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.)

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

		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 (<i>currently £300,000 allocated against “S092” at South Yorkshire level</i>).		
	92846	Hillsboro PPS Review	No further requirement in 14/15	£70,000	£0
		TRO enforcement upgrades, equipment		£100,000	£100,000

	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)	<i>(currently £530,000 allocated against "S094" at South Yorkshire level)</i>		
		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	<i>(currently £655,000 allocated at South Yorkshire level)</i>		
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.

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 1,000,000m² of floor space (Gross Internal Area - GIA) and an outstanding backlog maintenance liability estimated in excess of £200m.

- 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 50,000m² 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.

Appendix 8

Summary of 2014/15 Capital Projects by Portfolio

2014-15 Approved Capital Programme

Values in £'000s	Prior Years Actual	Expenditure					Total
		2013- 2014	2014- 2015	2015- 2016	2016- 2017	2017-	
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						Total	
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-		
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 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 (Q00003)	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 2010	APR 2014	Approved - Active		414	7					421
92356 - MILLENIUM GALLERY LIFE CYCLE	JUN 2011	MAR 2015	Approved - Active	343	160	60					563
92439 - INVESTMENT IN RATIONALISATION	JUL 2011	OCT 2013	Approved - Active	14	37						51
92444 - TOTLEY SPORTS PAVILLION	APR 2010	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

Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	
94459 - MILLHOUSES MILL BUILDINGS	MAY 2012	JAN 2014	Approved - Active	114	14				128
97599 - PATH RESURFACING PROGRAMME (Q00007)	APR 2010	MAR 2015	Approval Requested	252	30	174			456
Q00065 - CBT/Woodhouse/Tannery Lodge	APR 2012	MAR 2014	Approved - Active		450				450
*ROOF RENEWAL									
90139 - KELHAM ISLAND MUSEUM ROOF (Q000073)	MAY 2013	MAR 2015	Approved - Active		80	56			136
90142 - ABBEYFIELD HOUSE ROOF (Q000001)	SEP 2013	SEP 2014	Approved - Active		168	20			188
90143 - CITY ROAD CEMETERY ROOF (Q000073)	JAN 2014	DEC 2014	Approval Requested		7	123			130
90144 - ABBEYDALE IND HAM-STRUCT DEF (Q000003)	DEC 2013	DEC 2014	Approved - Active		148	8			156
97976 - HUTCLIFFE WOOD ROOF (Q000001)	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 - STANFORTH-DARNALL FRA WORKS (Q000073)	DEC 2013	MAR 2015	Approval Requested		1,060	40			1,100
*ALLOTMENT INVESTMENT									
90024 - ALLOTMENT INVESTMT PROG 13-14 (Q000002)	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 BLDGS TEAM									
COMMUNITY BLDGS TEAM									
97941 - CBT WINCOBANK COMMUNITY BLDG	APR 2012	MAR 2015	Approval Requested	39	42	196			276
Q00021 - COMMUNITY BLDGS MAINT/BACKLOGH&S	APR 2006	MAR 2015	Approval Requested		40	246			286
*LIBRARIES									
90114 - CENTRAL LIBRARY ROOF (Q000010)	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

CHILDREN, YOUNG PEOPLE & FAMILIES

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total		
					Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-			
^BASIC NEED PROVISION ^CAPITAL DELIVERY UNIT ^PRIMARY POPULATION GROWTH ^EXTENSION ^EXTENSION ^EXTENSION ^PRIMARY POPULATION GROWTH 2 ^EXTENSION ^EXTENSION ^EXTENSION ^MAINLINE PROGRAMME ^CAPITAL PROGRAMME ^DEVELOPMENT ^DEVELOPMENT ^DEVELOPMENT 90731 - NEW PMY - NORTH EAST 1 (Q00061) 90732 - NEW PMY - NORTH EAST 2 (Q00061) 90748 - NEW PRIMARY NORTH EAST (3) (Q00061)		APR 2011	MAR 2016	Approved - Active		-	4,884	2,000				6,884	
^BSF ^CAPITAL DELIVERY UNIT ^WAVE 4 ^REFURB ^REFURB 90615 - BENTS GREEN 90618 - FIR VALE EXPANSION 90619 - PARKWOOD 90620 - KING EDWARDS (UP) 90622 - CITY 90623 - STOCKSBRIDGE 90624 - BIRLEY 90625 - HANDSWORTH GRANGE 90626 - NOTRE DAME 90627 - ADD'L PUPIL PLACES(SECONDARY) ^FEES ^FEES 90613 - SCC INTERNAL PROG. COSTS - W4 90614 - LEP BUSINESS PLAN - W4 90639 - SCC CONTRACT COSTS - W4 ^NEW BUILD ^NEW BUILD 90617 - MYERS GROVE 90621 - BRADFIELD ^CAPITAL MAINTENANCE ^P&FM CAPITAL SCHEME ^PRIMARY PRIORITISATION PROG ^REFURB ^REFURB 90685 - PMY MAINT.STRUCT -CLASP (Q00060)		JAN 2008	MAR 2014	Approved - Active	176	184						360	
		NOV 2012	DEC 2014	Approved - Active	5	3,625	2,150						5,780
		NOV 2012	DEC 2014	Approved - Active	5	3,565	1,980						5,550
		NOV 2013	SEP 2014	Approved - Active		30							30
		NOV 2009	MAY 2014	Approval Requested	13,414	194							13,608
		AUG 2010	MAR 2014	Approval Requested	4,624	48							4,672
		APR 2010	MAR 2014	Approval Requested	19,788	(86)							19,703
		APR 2010	MAR 2014	Approval Requested	19,792	174							19,966
		APR 2010	MAR 2014	Approval Requested	23,228	438							23,666
		APR 2010	APR 2014	Approval Requested	18,924	603							19,527
		MAY 2010	MAR 2014	Approval Requested	19,241	537							19,778
		OCT 2010	MAR 2014	Approval Requested	11,763	3,756							15,519
		MAR 2011	MAR 2014	Approval Requested	9,290	4,021							13,311
		MAR 2011	MAR 2015	Approved - Active	467	1,072	1,419						2,958
		JAN 2010	NOV 2014	Approval Requested	3,407	292	100						3,799
		MAR 2010	MAR 2018	Approval Requested	1,429	279	124	14	24	18			1,888
		JAN 2008	APR 2018	Approval Requested	2,143	1,105	979	249	130	150			4,757
		JAN 2010	SEP 2013	Approval Requested	29,710	(15)							29,695
		APR 2010	MAR 2014	Approval Requested	2,605	94							2,700
		SEP 2011	MAR 2013	Approved - Active	224	56							280

CHILDREN, YOUNG PEOPLE & FAMILIES

Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	
90686 - PMY MAINT. BMG (Q00060)	JUL 2011	OCT 2013	Approved - Active	926	74				1,000
90688 - 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. CONDUCTION MGT (Q00060)	JUL 2011	OCT 2013	Approved - Active	1,014	166				1,181
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
90719 - PMY MAINT. - WINDOW PROG (Q00060)	APR 2013	MAR 2014	Approved - Active	387	500				500
90720 - PMY MAINT. - ROOF PROG (Q00060)	APR 2013	MAR 2014	Approved - Active	500	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				749
90739 - PMY MAINT. HEATING-PHILLIMORE (Q00060)	APR 2013	MAR 2014	Approved - Active	619	619	8			628
90740 - PMY MAINT STRUCT-PHILLIMORE (Q00060)	APR 2013	MAR 2014	Approved - Active	296	4	4			300
90741 - PMY MAINT ELEC - WISEWOOD (Q00060)	APR 2013	APR 2014	Approved - Active	380	5	5			385
90742 - PMY MAINT ELEC - LIMPSFIELD (Q00060)	APR 2013	APR 2014	Approved - Active	405	7	7			411
90743 - FRA WORKS PROGRAMME (Q00060)	APR 2013	MAR 2014	Approved - Active	950	950				950
90750 - NORFOLK COMMUNITY HEATING (Q00060)	DEC 2013	NOV 2014	Approval Requested	208	208	10			218
90754 - CARFIELD PRIMARY BOILER REPLAC (Q00060)	NOV 2013	JAN 2014	Approval Requested	240	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									
^CYP OTHER SCHEMES									
AHDC									
90694 - SHORT BREAKS	SEP 2011	MAR 2014	Approved - Active	104	329				433
^OTHER CYP SCHEMES									

CYPF PORTFOLIO

CHILDREN, YOUNG PEOPLE & FAMILIES

Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	
^P&FM CAPITAL SCHEME ^SERVICE DISTRICTS ^REFURB 90407 - SHARROW JUNIOR SCHOOL (Q00054) ^CAPITAL DELIVERY UNIT ^MAINLINE PROGRAMME ^CYP OTHER SCHEMES ^INFRASTRUCTURE 90352 - HIGHWAYS - FORGE VALLEY ^CHILDREN & FAMILIES ^CYP OTHER SCHEMES ^DEMOLITIONS ^CYP OTHER SCHEMES 90705 - WISEWOOD SCHOOL DEMOLITION 90706 - TALBOT SCHOOL DEMOLITION ^CHILDRENS COMMISSIONER ^CYP OTHER SCHEMES ^INVEST TO SAVE 90704 - FOSTER CARER HOUSING ENHANCE ^CAPITAL RECEIPT ^CAPITAL DELIVERY UNIT ^MAINLINE PROGRAMME ^CYP OTHER SCHEMES ^INFRASTRUCTURE 90361 - BSF PH1 - INFRASTRUCTURE ^EQUIPMENT 90672 - WISEWOOD SPORT CENTRE (Q00053) ^DEVOLVED FORMULA CAPITAL ^CAPITAL DELIVERY UNIT ^MAINLINE PROGRAMME ^CYP OTHER SCHEMES ^CYP OTHER SCHEMES 90448 - SF DEVOLVED CAPITAL 2011-12 ^SINGLE CAPITAL POT ^P&FM CAPITAL SCHEME ^CHILDREN'S HOMES ^REFURB 90555 - CHILDRENS HOMES ^MAINLINE PROGRAMME ^CYP OTHER SCHEMES ^REFURB 90554 - ASBESTOS REMOVAL ^CAPACITY, PLANNING & DEVELOPM ^MAINLINE PROGRAMME ^CAPITAL PROGRAMME ^DEVELOPMENT	DEC 2010 APR 2010 SEP 2011 SEP 2011 SEP 2011 SEP 2011 JAN 2008 NOV 2010 APR 2011 APR 2010 APR 2010	DEC 2014 MAR 2014 APR 2014 MAR 2014 APR 2015 MAR 2014 MAR 2014 MAR 2017 OCT 2013 OCT 2013	Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active Approved - Active	479 2,416 141 111 122 3,706 200 6,194 505 1,509	21 371 26 8 678 331 15 2,753 106 1	2014-2015 2015-2016 2016-2017 2017-	500 2,787 167 118 1,200 4,037 215 11,402 611 1,509		

CHILDREN, YOUNG PEOPLE & FAMILIES

Values in £'000s		Expenditure							Total
Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total
^DEVELOPMENT									
90713 - PPG2 - HILLSBOROUGH PRIMARY (Q000061)	JAN 2012	Approved - Active	649	11					660
90714 - PPG2 - ACRES HILL PMY (Q000061)	DEC 2011	Approved - Active	76	409					485
90715 - PPG2 - OUGHTBRIDGE PMY (Q000061)	MAY 2013	Approved - Active	0	413					414
90729 - TINSLEY JNR INTERNAL REMODEL (Q000061)	OCT 2013	Approved - Active		210					210
90733 - INTAKE PMY - MOBILE REPLACE	FEB 2014	Approved - Active	32	229					261
90734 - NORFOLK PARK PMY REPLACEMENT	MAR 2014	Approved - Active		1,314	2,764	152			4,230
90735 - STANNINGTON I MOBILE REPLACE	SEP 2015	Approved - Active		130					130
90736 - HUNTERS BAR - MOBILE REPLACE (Q000060)	APR 2013	Approved - Active		630					630
90737 - GLEADLESS PRIMARY - REBUILD (Q000061)	MAY 2013	Approved - Active		460	1,840				2,300
90746 - GREYSTONES EXPANSION (Q000061)	JUN 2013	Approved - Active		30					30
90747 - HALLAM RECONFIGURATION (Q000061)	SEP 2014	Approved - Active		30					30
90749 - WYBURN EXPANSION (Q000061)	NOV 2013	Approved - Active		30					30
90751 - STOCKSBRIDGE - MOBILE REPLACE (Q000060)	NOV 2013	Approved - Active		40	260				300
90752 - NETHER GREEN - MOBILE REPLACE (Q000060)	JAN 2014	Approved - Active		24	166				190
90753 - LONGLEY - TWO CLASSROOM EXTN (Q000061)	SEP 2014	Approved - Active		40	360				400
^OTHER CAPITAL SCHEMES									
^MECHANICAL									
^MECHANICAL									
90709 - H,M & E DESIGN	NOV 2011	Approved - Active	332	318					650
^UNALLOCATED									
^MECHANICAL									
94461 - PMY MAINT HEATING -STRADBROKE	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	Approval Requested	27	31	837				895
^CYP OTHER SCHEMES									
^CYP OTHER SCHEMES									
^OTHER									
90744 - FEL CAPITAL (Q000075)	SEP 2013	Approved - Active		1,035					1,035
Total			216,328	38,036	20,799	6,784	154	168	282,269

CYPF PORTFOLIO

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 ESTATES STRATEGY COMMUNITY SERVICES 97041 - SHORT BREAKS CO-LOCATION ^LIBRARIES ^LIBRARIES ^LIBRARIES 93939 - PARSON CROSS LIBRARY PROJECT CARE AND SUPPORT ^CARE & SUPPORT ^PERFORMANCE & RESOURCES ^PERFORMANCE & RESOURCES 97037 - ICT INFRASTRUCTURE (Q00013) 97044 - MOBILE WORKING SOLUTIONS (Q00013) 97045 - SAP PROJECT (Q00013) ^CC CAPITAL SCHEMES CC CAPITAL SCHEMES ^OTHER CAPITAL SCHEMES ^OTHER SCHEMES CC CAPITAL SCHEMES 97051 - HURLFIELD VIEW EXTENSION 97054 - BOLEHILL/NORBURY DEMOLITIONS ^CARE & SUPPORT ^OTHER CAPITAL SCHEMES ^OTHER SCHEMES CC CAPITAL SCHEMES 97042 - PCT/SCC-RECONFIG.ACCOMM.STRAT	JUN 2012 OCT 2013	MAR 2014	Approved - Active Approved - Active	85 2,392	15 47	195 296 96	175	230	100 2,439	
Total				4,025	2,068	992	-	-	-	7,085

PLACE

Values in £'000s	Expenditure										Total	
	Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-			
^REGENERATION & DEVELOPMENT SE												
^PLANNING												
^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	1					2,579	
94005 - CIQ PUBLIC REALM	JUN 2011	OCT 2012	Approved - Active	866	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	(6)						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						Total		
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-			
^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					100	
^CULTURE & ENVIRONMENT												
CITY CENTRE MANAGEMENT												
^OTHER												
^OTHER												
^OTHER												
94120 - M1 GATEWAY PUBLIC ART PROJECT	MAR 2014	SEP 2016	Approval Requested		15	135					500	
94457 - WOMEN OF STEEL	OCT 2011	SEP 2015	Approval Requested	25	53	5			65		82	
^BEREAVEMENT SERVICES												
^OTHER												
^OTHER												
91515 - HG ARBATE 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						105	
94101 - DVS DEMOLITION (Q00005)	APR 2013	JUN 2014	Approved - Active		201						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	
94106 - DVS ASSET ENHANCEMENT (Q000005) ^OTHER OPERATORS	NOV 2013	MAR 2014	Approved - Active		332				332
94102 - RE-OPENING OF WOODBOURN (Q000005)	APR 2013	DEC 2013	Approved - Active		345				345
94104 - ACTIVE NORTH PROJECT ^CULTURE	NOV 2013	JAN 2016	Approval Requested		80	2,500	4,520		7,100
^SHEF THEATRES TRUST									
94103 - LYCEUM CAPITAL REFURBISHMENT ^PARKS & COUNTRYSIDE	APR 2014	MAR 2015	Approved - Active		-	500			500
^PLAYBUILDER									
^PLAYBUILDER Y2									
^CORE									
93882 - CHAPELTOWN PARK PLAYGROUND	NOV 2009	AUG 2012	Approved - Active	214	10				224
93986 - BURNINGREAVE 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 ^DEVELOPMENT	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 2015	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		389		750
94471 - DOUGLAS ROAD	NOV 2013	APR 2014	Approved - Active		25				25
97946 - PARKWOOD SPRINGS CYCLE TRACK ^CHARITABLE	APR 2011	OCT 2013	Approved - Active	110	4				114
^CHARITABLE									
93881 - NORFOLK PARK DRAINAGE SCHEME ^CORE	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		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 - HACKINTHORPE 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

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-
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										
^A LEGI										
^A LEGI										
^A 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

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	Project Start	Project End	Approval Status	Expenditure						Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
Values in £'000s										
^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 - SWEENEY (Q00069)	JUN 2012	MAR 2016	Approved - Active	26	75	153				406
97414 - ARBOURTHORNE 5M'S REFURB. (Q00069)	APR 2013	MAR 2018	Approved - Active		467	1,803		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		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 HOUSES 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				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

HOUSING

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	Values in £'000s		Expenditure								Total
	Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-		
^SOUTH											
97340 - SWAN	JAN 2008	MAR 2015	Approval Requested	7,957	541	79	1,871	1,731		8,576	
97350 - ARBOURTHORNE 5MS	APR 2013	MAR 2018	Approved - Active		515	2,606				6,723	
97365 - NORFOLK PARK COMMUNITIES INITI	APR 2010	MAR 2015	Approval Requested	5	-	29				34	
HOUSING RETAINED SCHEMES BUDGETS											
000067 - 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 & ENVIRONMENTAL INITIA											
92825 - CNG REFUELLING INFRASTRUCTURE	NOV 2011	MAR 2014	Approved - Active	63	149					211	
93022 - PLUGGED IN (SOUTH) YORKSHIRE	MAY 2012	MAR 2015	Approval Requested		96	214				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	
000069 - 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	
97408 - NEW HEATING INSTALLATIONS (Q00069)	SEP 2012	JUN 2014	Approved - Active	167	230	474	473	473	473	2,291	
97409 - RECYCLING ROLL-OUT (Q00069)	APR 2013	MAR 2016	Approved - Active	390	153					543	
97416 - COMM HTG - PIPEWORK RENEWAL (Q00069)	MAY 2013	MAR 2015	Approval Requested		-	375				375	
97417 - COMM HTG - PLANT ROOMS (Q00069)	JUL 2013	MAR 2019	Approved - Active		176	39				215	
97418 - PITCHED ROOFING & ROOFLINE (Q00069)					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					Total	
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017		2017-
97419 - FLAT ROOFING (Q00069)	APR 2013	MAR 2019	Approved - Active		40	2,573	3,251	2,674	30	8,568
97427 - CORNHILL CONCERGE	SEP 2012	MAR 2014	Approved - Active	-	201	57				201
97438 - GOING LOCAL - NORTH WEST CCTV	NOV 2013	MAR 2015	Approval Requested		15	830	1,751	1,350		72
97638 - COMPARTMENTALISATION - FS	APR 2010	MAR 2017	Approval Requested	142	769	350	350	350	750	4,842
97968 - LIFT MAINTENANCE & REPAIR	APR 2011	MAR 2019	Approval Requested	768	350	1,366				2,918
97989 - SPRINKLERS - FIRE SAFETY (Q00069)	JUL 2013	MAR 2015	Approved - Active		10					1,376
^DECENT HOMES										
^ENERGY & ENVIRONMENTAL 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	Approved - Active	70,009	3,500	100				73,609
97139 - LANSLOWNE 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 2014	Approved - Active	3,778	16					3,794
97958 - EAST - BURNINGREAVE (Q00045)	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 LINCOS - 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

HOUSING

Housing Programme

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure							Total
					Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	Total	
^EMPTY PROPERTY LOANS 97501 - EP LOANS HULL 97502 - EP NORTH EAST LINC		APR 2013 APR 2013	MAR 2015 MAR 2015	Approved - Active Approved - Active		100 250	100 122					200 372
Total					267,078	46,345	55,119	84,991	79,783	149,057	682,373	

TRANSPORT & HIGHWAYS

Values in £'000s		Expenditure							Total
Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
^TRANSPORT & HIGHWAYS									
^STREETS AHEAD CLIENT									
^HIGHWAYS MAINTENANCE									
^HIGHWAYS MAINTENANCE									
^BRIDGES AND STRUCTURES									
94351 - WOODSEATS RD RAILWAY GR RECON									
^TTAPS									
^GENERAL TRANSPORT & HIGHWAYS									
^ROAD SAFETY									
^SCHOOL SAFETY SCHEMES									
93655 - MONTENEY PRIM SCL WORDSWORTH									
^GENERAL TRANSPORT & HIGHWAYS									
^GENERAL TRANSPORT & HIGHWAYS									
90708 - ATTERCLIFFE HGV SIGNING									
93363 - NIRR ARCHAEOLOGY									
93860 - PARKING ENFORCEMENT EQUIPMENT									
97988 - CCTV PARKING ENFORCEMENT									
^LTP DEVELOPMENT AND MANAGEMENT									
93104 - STREETS AHEAD OPPTS SE SHEFFIELD									
93105 - STREETS AHEAD OPPTS NW SHEFFIELD									
93106 - STREETS AHEAD OPPTS SW SHEFFIELD									
93350 - STREETS AHEAD OPPORTUNITIES									
93370 - STREETS AHEAD RELATED CYCLING PROG									
^STRATEGIC CYCLING									
90703 - BLACKBURN VALLEY CYCLE ROUTE									
92913 - LITTLE DON LINK (CYCLE ROUTE)									
^STRATEGIC PUBLIC TRANSPORT									
^ECCLESALL ROAD SMART ROUTE									
97986 - TRAFFIC CONTROLLER UPGRADES (Q00062)									
^BETTER BUSES									
^BETTER BUSES									
^PUBLIC TRANSPORT (LOCAL)									
93110 - BB2 CHESTERFIELD RD KBR									
93111 - BB2 NORTH SHEFFIELD 2 KBR									
93112 - BB2 SHEFFIELD GLEADLESS KBR									
93114 - BB2 PENISTONE ROAD KBR									
93116 - PENISTONE RD PINCH POINT									
^COUNTYWIDE LTP SCHEMES									
^CONGESTION & NETWK MAN									
SYTS									
93356 - SYITS ANPR OPN & DEV									
^QUALITY OF LIFE									
^CYCLING ACTION PLAN									
92903 - LOWER DON VALLEY CYCLE ROUTE									
93364 - HANDSWORTH-WAVERLY CYCLE LINK									
^SAFER ROADS									
^WORST FIRST EDUC & TRAINING									
JAN 2009	SEP 2012	Approval Requested	1,438	184					1,622
MAR 2011	OCT 2013	Approved - Active	12	85					97
SEP 2011	MAR 2014	Approved - Active	19	19					19
AUG 2012	MAR 2015	Approved - Active	50	50	50				150
OCT 2013	MAR 2014	Approved - Active	142	142					142
JUN 2012	MAR 2014	Approved - Active	165	130					295
APR 2013	MAR 2014	Approved - Active		150					150
JUN 2013	MAR 2014	Approved - Active		150					150
JUN 2013	MAR 2014	Approved - Active		150					150
AUG 2012	OCT 2013	Approved - Active	11	114					125
JUL 2013	MAR 2018	Approval Requested		100					100
OCT 2011	OCT 2013	Approved - Active	208	86					294
NOV 2013	MAR 2015	Approved - Active		40	410				450
JAN 2012	OCT 2013	Approved - Active	46	44					90
DEC 2013	DEC 2017	Approved - Active		843					843
DEC 2013	DEC 2017	Approved - Active		50					50
DEC 2013	DEC 2017	Approved - Active		245					245
DEC 2013	DEC 2017	Approved - Active		50					50
NOV 2013	JUN 2015	Approved - Active		383	3,508	40			3,931
SEP 2011	MAR 2014	Approved - Active	181	199					380
NOV 2012	MAR 2015	Approved - Active	15	110	225				350
JUL 2012	MAR 2014	Approved - Active	1	49					50

TRANSPORT & HIGHWAYS

	Values in £'000s		Expenditure							Total
	Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
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
93861 - 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					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 and HIGHWAYS Programme

TRANSPORT & HIGHWAYS

	Values in £'000s		Expenditure												
	Project Start	Project End	Approval Status	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 & NETHPPP 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/NLEST/CRDRPEDIMP	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:CONIN2-HALFWAY-KILL	JAN 2009	MAR 2014	Approval Requested	1,989	40										2,029
^CONGESTION & NETWK M/AN															
^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 ENFORCEMENT															
92904 - ATERCLIFE RD CLEARWAY CHANGES	OCT 2012	OCT 2013	Approved - Active		23										23

TRANSPORT and HIGHWAYS Programme

TRANSPORT & HIGHWAYS

	Values in £'000s						Expenditure					Total
	Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-			
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 - MAINC RD/GLOSSOP RD ENFORCEMENT	APR 2013	MAR 2014	Approved - Active		35						35	
93425 - RELOCATABLE CAMERA ENFORCEMENT	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	

Summary of 2014/15 Capital Projects by Strategic OutcomesDraft 2014-15 Approved Capital Programme

Values in £'000s	Expenditure						Total
	Prior Years Actual	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

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

Programme: A GREAT PLACE TO LIVE

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
90012 - CASTLE MARKET DECOMMISSIONING	JAN 2013	OCT 2016	Approved - Active	1	879	2,868	664			4,402
90024 - ALLOTMENT INVESTMT PROG 13-14 (Q000002)	APR 2013	MAR 2014	Approved - Active		50					50
90026 - ANNS GROVE YOUTH FACILITIES (Q000021)	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		-	77	23			100
90114 - CENTRAL LIBRARY ROOF (Q000010)	FEB 2011	OCT 2013	Approved - Active	136	2					138
90126 - MOOR MARKET SERVICE YARD	SEP 2011	MAR 2015	Approved - Active	292	486					789
90136 - CHAUCER SQUARE MAINTENANCE	JAN 2009	DEC 2030	Approved - Active	16	18					438
90139 - KELHAM ISLAND MUSEUM ROOF (Q000073)	MAY 2013	MAR 2015	Approved - Active		80			18		136
90142 - ABBEYFIELD HOUSE ROOF (Q000001)	SEP 2013	SEP 2014	Approved - Active		168				350	188
90143 - CITY ROAD CEMETERY ROOF (Q000073)	JAN 2014	DEC 2014	Approval Requested		7					130
90144 - ABBEYDALE IND HAM-STRUCT DEF (Q000003)	DEC 2013	DEC 2014	Approved - Active		148					156
90703 - BLACKBURN VALLEY CYCLE ROUTE	OCT 2011	OCT 2013	Approved - Active	208	86					294
91515 - HG ABATE HUTCLIFFE WOOD (Q000047)	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	191	110			197
92448 - FORMER NORTON AERODROME	APR 2013	MAR 2016	Approval Requested		450					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 & NETHPPP 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	110	225				136
92903 - LOWER DON VALLEY CYCLE ROUTE	NOV 2012	MAR 2015	Approved - Active	15	23					350
92904 - ATTERCLIFE RD CLEARWAY CHANGES	OCT 2012	OCT 2013	Approved - Active		59					23
92907 - CHESTERFIELD RD CLEARWAY CHG'S	JUN 2012	JUN 2014	Approved - Active	0	38					60
92910 - ABBEYDALE RD CLEARWAY CHANGES	MAR 2014	MAR 2014	Approved - Active		35					38
92912 - MANC RD/GLOSSOP RD ENFORCEMEN	APR 2013	MAR 2014	Approved - Active		40					35
92913 - LITTLE DON LINK (CYCLE ROUTE)	NOV 2013	MAR 2015	Approval Requested		40					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

Strategic Outcome: A GREAT PLACE TO LIVE

Values in £'000s	Expenditure						Total			
	Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015		2015-2016	2016-2017	2017-
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	150					94
93104 - STREETS AHEAD OPPTS SE SHEFFIELD	APR 2013	MAR 2014	Approved - Active		150					150
93105 - STREETS AHEAD OPPTS NW SHEFFIELD	JUN 2013	MAR 2014	Approved - Active		150					150
93106 - STREETS AHEAD OPPTS 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 - NIR ARCHAEOLGY	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 2012	MAR 2018	Approval Requested		100					100
93399 - PEAK PARK ANNIVY ROUTE XINGS	JUN 2010	APR 2014	Approved - Active	0	30					30
93401 - GRAVES PARK INCLUSIVE PLAY	JUN 2010	APR 2014	Approved - Active	239	11					250
93402 - LOWFIELD PRO FT	APR 2013	MAR 2014	Approved - Active		116					116
93404 - ARBOURTHORNE PLAYGROUND	JAN 2012	JUN 2013	Approved - Active	48	95					143
93408 - ENDLIFFE PARKOUR	JUL 2012	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	JUN 2015	Approved - Active		12					17
93412 - CROOKES VALLEY PARKS	FEB 2013	MAY 2014	Approved - Active	5	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	223					2,029
93632 - SCHOOL KEEP CLEAR REVIEW (Q00062)	APR 2012	MAR 2014	Approval Requested		85					223
93655 - MONTENEY PRIM SCL, WORDSWORTH	MAR 2011	OCT 2013	Approved - Active	12	27					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 SYTS	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

Values in £'000s	Expenditure							Total	
	Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015	2015-2016		2016-2017
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 SYTPE ACQUISITION	JAN 2012	DEC 2016	Approval Requested	416	-	84			500
94099 - WESTFIELD SPORTS VILLAGE	OCT 2012	MAR 2014	Approval Requested	36	(13)				23
94100 - SLC DEMOLITION (Q00005)	APR 2013	MAR 2015	Approved - Active		105				105
94101 - DV5 DEMOLITION (Q00005)	APR 2013	JUN 2014	Approved - Active		201	49			250
94102 - RE-OPENING OF WOODBOURN (Q00005)	APR 2013	DEC 2013	Approved - Active		345	2,500	4,520		345
94104 - ACTIVE NORTH PROJECT	NOV 2013	JAN 2016	Approval Requested		80	500			7,100
94105 - GRAVES NCSEM PROJECT (Q00005)	APR 2014	MAR 2016	Approval Requested		-		500		1,000
94106 - DV5 ASSET ENHANCEMENT (Q00005)	NOV 2013	MAR 2014	Approval Requested		332			65	332
94120 - M1 GATEWAY PUBLIC ART PROJECT	MAR 2014	SEP 2016	Approval Requested		15	135	285		500
94121 - WINCOBANK HILL - PHASE 1	JAN 2010	MAR 2017	Approved - Active	32	15	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 2008	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 MCESTERNILES/CRRPEDIMP	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		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	JUN 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

Strategic Outcome: A GREAT PLACE TO LIVE

Values in £'000s	Project		Approval Status	Expenditure					Total	
	Start	End		Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017		2017-
94465 - HOLLINSEND MUGA	SEP 2012	DEC 2013	Approval Requested	10	85					94
94466 - WOODLANDS S106	JUL 2013	NOV 2014	Approved - Active		42					63
94468 - CHELSEA PARK IMPROVEMENTS	SEP 2013	MAY 2014	Approved - Active		4					19
94469 - WINCOSBANK HILL PHASE 2	OCT 2013	NOV 2014	Approved - Active		17					67
94470 - URBAN NATURE PARKS	OCT 2013	APR 2019	Approval Requested		58					750
94471 - DOUGLAS ROAD	NOV 2011	APR 2014	Approved - Active		25	389				25
97038 - CHAUCER PS ACTIVATION	NOV 2011	MAR 2014	Approved - Active		23					35
97114 - DH COMMUNITY HEATING	APR 2010	MAR 2014	Approved - Active		(0)					8,460
97126 - SHARROW ALMO WORKS	JAN 2008	MAR 2015	Approved - Active		3,500					73,609
97127 - OBSOLETE HEATING	APR 2010	MAR 2019	Approval Requested		4,500		5,500		6,300	43,309
97131 - ALMO ASBESTOS SURVEYS	APR 2010	MAR 2019	Approval Requested		257		210		430	7,258
97139 - LANSLOWNE AND HANOVER CLADDING	JAN 2008	MAR 2016	Approval Requested		1,379					13,000
97150 - RHB LOANS HAL	JAN 2008	MAR 2016	Approval Requested		175					2,490
97200 - HOUSE CONDITION SURVEY	APR 2008	MAR 2015	Approved - Active		119					219
97211 - SKINNERHORPE SCC (EAST)	APR 2008	MAR 2014	Approved - Active		35					6,773
97217 - TINSLEY CENTRE	JAN 2008	MAR 2014	Approved - Active		6					1,110
97222 - PSH EMPTY PROPERTIES	JAN 2008	MAR 2019	Approval Requested		117		120		240	1,900
97226 - SKINNERHORPE SHM (EAST)	MAR 2008	MAR 2014	Approved - Active		152					7,443
97241 - CHAUCER PUBLIC REALM	APR 2010	JUL 2014	Approved - Active		237					801
97263 - DECENT HOMES VACANTS WORK	JAN 2008	MAR 2014	Approved - Active		162					13,667
97264 - HEALTH & SAFETY ENHANCE PROG	APR 2010	MAR 2019	Approval Requested		148		150		300	3,661
97266 - LEASEHOLDER CHARGES	APR 2010	MAR 2016	Approved - Active		1,574		178			2,417
97267 - IMPROVING ACCESS TO MTG ROOM	APR 2010	MAR 2018	Approval Requested		630		200		200	1,434
97269 - EMERGENCY DEMOLITIONS	JAN 2008	MAR 2019	Approval Requested		478		50		100	838
97271 - SWAN COMMISSIONED	JAN 2008	JUN 2014	Approval Requested		313					3,544
97279 - CHAUCER PUBLIC ARTS	APR 2011	JUL 2014	Approved - Active		95					114
97282 - PARK HILL (STH)	JAN 2009	MAR 2015	Approval Requested		326					10,037
97294 - PARKHILL DEMOLITION SHM (STH)	APR 2008	MAR 2017	Approved - Active		317		114			3,404
97295 - ARBOURTHORNE 5MS SHM (STH)	APR 2008	MAR 2014	Approved - Active		(0)					2,092
97315 - CASTLEBECK SAFE AND SECURE	JAN 2008	MAR 2014	Approved - Active		54					329
97321 - PROGRAMME MANAGEMENT COSTS GF	JAN 2008	MAR 2019	Approval Requested		590		498		392	12,339
97333 - MINOR WORK GRANTS	JAN 2008	MAR 2015	Approval Requested		215		250		500	2,358
97340 - SWAN	JAN 2008	MAR 2016	Approval Requested		541					8,576
97341 - CENTRALISED CLEARED SITES	JAN 2008	MAR 2016	Approved - Active		1					102
97348 - HRA PROGRAMME MANAGEMENT	JAN 2008	MAR 2019	Approval Requested		605		605		1,210	5,852
97350 - ARBOURTHORNE 5MS	APR 2013	MAR 2018	Approved - Active		515		1,871			6,723
97355 - BRADFORD - WY SUB REGION HAL	APR 2010	MAR 2015	Approval Requested		51					411
97365 - NORFOLK PARK COMMUNITIES INITI	APR 2010	MAR 2015	Approval Requested		210					34
97371 - SHELTERED LIFTS NEW INSTALL	JAN 2008	MAR 2017	Approved - Active		536		29			634
97390 - PSH WORKS IN DEFAULT	APR 2010	MAR 2015	Approval Requested		-					122
97394 - HULL - HUMBER SUB REGION HAL	APR 2010	MAR 2014	Approved - Active		11		90			1,375
97395 - NE LINGS - SUB REGION HAL	APR 2011	MAR 2014	Approval Requested		402					445
97398 - PARK GRANGE DRIVE DEMOLITION	APR 2012	MAR 2014	Approved - Active		230					79
97400 - SOUTH EAST (SH) (Q00045)	APR 2012	MAR 2014	Approval Requested		1,391					4,093
97402 - DH KINSEY ROAD (Q00045)	APR 2012	MAR 2014	Approval Requested		479					1,793
97403 - DH ERNEST COPLEY (Q00045)	APR 2012	MAR 2014	Approval Requested		184					919
97404 - HEATING BREAKDOWNS (Q00069)	APR 2012	MAR 2019	Approval Requested		1,800		1,800		2,000	11,198
97406 - NEW HEATING INSTALLATIONS (Q00069)	APR 2012	MAR 2018	Approved - Active		230		473		473	2,291

Strategic Outcome: A GREAT PLACE TO LIVE

Values in £'000s	Expenditure						Total	
	Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2015-2016		2016-2017
97409 - RECYCLING ROLL-OUT (Q00069)	SEP 2012	JUN 2014	Approved - Active	390	153			543
97412 - BALFOUR (Q00069)	APR 2012	MAR 2015	Approved - Active		30			875
97413 - SWEENEY (Q00069)	JUN 2012	MAR 2016	Approved - Active	26	75	153		406
97414 - ARBOURTHORNE 5M'S REFURB. (Q00069)	APR 2013	MAR 2018	Approved - Active		467	1,074	898	4,242
97416 - COMM HTG - PIPEWORK RENEWAL (Q00069)	APR 2013	MAR 2016	Approved - Active		-			375
97417 - COMM HTG - PLANT ROOMS (Q00069)	MAY 2013	MAR 2015	Approval Requested		176			215
97418 - PITCHED ROOFING & ROOFLINE (Q00069)	JUL 2013	MAR 2019	Approved - Active		32	19,476	18,227	74,832
97419 - FLAT ROOFING (Q00069)	APR 2013	MAR 2019	Approved - Active		40	3,251	2,674	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 - LTES 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	SEP 2013	SEP 2013	Approved - Active		3			3
97435 - LTES 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	JUN 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		667
97831 - EP NORTH WEST	APR 2010	MAR 2016	Approval Requested	441	467	205		1,113
97832 - EP EAST	APR 2010	MAR 2016	Approval Requested	142	42	711		895
97833 - EP CENTRAL	APR 2010	MAR 2016	Approved - Active	374	4	450		917
97834 - EP SOUTH EAST	APR 2010	MAR 2016	Approved - Active	455	57	661		1,506
97835 - EP SOUTH WEST	APR 2010	MAR 2016	Approved - Active	1,437	57	307		1,803
97836 - EP SHELTERED	APR 2010	MAR 2016	Approved - Active	84	93	35		211
97837 - EP DOOR ENTRY WORKS	APR 2010	MAR 2016	Approved - Active	23	20	45		107
97838 - COMPARTMENTALISATION - FS	APR 2010	MAR 2017	Approval Requested	142	769			4,842
97891 - CITY ROAD BELL TOWER (Q00003)	APR 2012	SEP 2012	Approved - Active	145	65	1,751	1,350	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 2019	Approval Requested		768	350			2,918
97974 - PARK GRANGE DRIVE DEMOS	APR 2012	MAR 2014	Approved - Active	3	18	350	350	21
97976 - HUTCLIFFE WOOD ROOF (Q00001)	JUN 2011	OCT 2011	Approved - Active	93	6			99

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
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

Programme: **INFRASTRUCTURE**

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
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 - STANFORTH-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					(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	37	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 - ALLOTMENT'S 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 BLDG 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

Programme: **COMPETITIVE CITY**

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
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 - SCAFF 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 - MILLENIUM 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

Programme: **SUCCESS' CHILD/N/YOUNG PEOPLE**

	Values in £'000s					Expenditure					Total
	Project Start	Project End	Approval Status	Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-		
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 - SCHOOLS 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 - BRADFELD	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	MAR 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	
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 - OUGHTBRIDGE 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	

Strategic Outcome: SUCCESSFUL CHILDREN YOUNG PEOPLE

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total
				Prior Year Actual	Current Year Outturn	2014-2015	2015-2016	2016-2017	2017-	
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)	MAR 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-DOBROFT 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	17	210					210
90730 - CAP MAINT - RADON EXTRACTION	SEP 2012	APR 2014	Approval Requested		-					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		4,369			1,212
Q00060 - Building Maintenance -Primary Prioritisation Fgm	APR 2011	MAR 2016	Approval Requested		-	4,884	2,000			4,369
Q00061 - Basic Need - Poptn Growth - Phs 2	APR 2011	MAR 2016	Approval Requested		-					6,884
Total				216,328	38,036	20,799	6,784	154	168	282,269

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-	Total	
90117 - MDC - ALISON CRESCENT	APR 2010	OCT 2013	Approved - Active	967	1,533	196					2,500
97941 - CBT WINCOBANK COMMUNITY BLDG	APR 2012	MAR 2015	Approval Requested	39	42						276
Total				1,005	1,575	196	-	-	-	-	2,776

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-	Total	
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

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.

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
SYPTTE	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.

BUDGET REPORT 2014/15

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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

Corporate Consultation

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.

- 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:
 - 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
 - That we should invest in prevention and understand what that means across Adult Social Care, Housing and Health
 - Remove silos and boundary issues between different services

- Reduce paperwork and bureaucracy within Adult Social Care and when working with Health, Housing and the Voluntary and Community Sector
 - Provide accessible, comprehensive information and people available to offer support
 - 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.

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.

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.

- Revenue Support Grant which includes some of the funding allocations that have been specific grants in the past

Settlement Funding Assessment for 2014/15

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	Baseline	TOTAL
	2014/15	2014/15	2014/15
	£000	£000	£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

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.

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
<u>194,418</u>	Net Estimated Business Rates	<u>205,801</u>
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
<u>194,418</u>		<u>205,801</u>

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.

Council Tax income

Council Tax base for 2014/15

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

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

- 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

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

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.

- 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:

- 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.

Better Health and Wellbeing

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

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.

- 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.

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.

Successful Children, Young People and Families

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

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

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

- 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.

Corporate Services

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.

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

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	Grant from	Total Precept	Increase
	Tax Income	Council	on Collection	on 2013/14
	£	£	Fund	%
	£	£	£	%
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 etc. Determining the final set of proposals for consideration Officers and Cabinet Members have had regard to how the equality impact assessments will be prepared for specific proposals as identified by each Portfolio prior to decisions being made. The Council needs to be satisfied that it can continue to meet its statutory duties and meet the needs of vulnerable young people and adults. Proposals have been drawn up on the basis that Strategic Directors are satisfied that this will enable them to continue to meet their statutory duties and the needs of the most vulnerable. In some cases further consultation may be required.

187. If the outcome of such further considerations were to present difficulties in adhering to the agreed Council budget, officers would bring further proposals to members as appropriate.

Housing Revenue Account (HRA) Budget

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

	Actual		
	2014/15	2015/16	Movement
Specific Grant allocations in 2015/16	£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).

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.

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
 - Ensure that appropriate resources are allocated in line with the Fairness Principles
 - To ensure our budget, policies and processes are implemented fairly
 - 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

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' guidance¹, which was published by the Government in September 2011. This states that authorities have a duty² to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. The Public Services (Social Value) Act³ 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

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>

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.

- *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 tackling 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.

- 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](#)

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

- 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

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 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.

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 through fees and charges, full cost recovery, and increased trading of our services, for example with schools to help keep non-core services.
- Continuing where possible with successful schemes from last year that impacted positively such as the apprenticeship schemes, 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 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

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**;

- 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
Chief Executive

Laraine Manley
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

<u>Resources</u>	
• 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	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
<u>BUSINESS STRATEGY</u>				
Capacity Planning and Development	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
		<u>324,350</u>	<u>327,483</u>	<u>-3,133</u>
<u>CHILDREN & FAMILIES</u>				
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
		<u>79,165</u>	<u>18,772</u>	<u>60,393</u>
<u>INCLUSION & LEARNING SERVICES</u>				
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
		<u>21,978</u>	<u>18,199</u>	<u>3,779</u>
<u>LIFELONG LEARNING SKILLS & COMMUNITIES</u>				
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
		<u>28,168</u>	<u>18,595</u>	<u>9,573</u>
		453,661	383,049	70,612

Directorate	CYPD
Service	BUSINESS STRATEGY - CYPF
Planning Entity	CAPACITY PLANNING & DEVELOPMENT (Division)

Description of core purpose of Planning Entity	Revenue contribution to property and maintenance costs for schools.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	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

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

Description of core purpose of Planning Entity	This relates to early retirement, redundancy costs and trade union duties in schools, as well as the cost of schools' Human Resources Service.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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

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

Description of core purpose of Planning Entity	This budget contains funding for Sheffield's 170 schools, together with schools contingency funding and support for schools educational initiatives.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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)

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)

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 (ISaM).				
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

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)

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

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)

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

Description of core purpose of Planning Entity	This area delivers Business Strategy Support Services, Advice and Conciliation, External Funding , income from the 3rd party use of property and insurance cost of property and other cover including employee liability cover.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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%				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	43	-	43	-	43

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)

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				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	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.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
5	(225)	-	(225)	225	-

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.
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	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)

Directorate	CYPD
Service	BUSINESS STRATEGY - CYPF
Planning Entity	CHILDREN'S PUBLIC HEALTH (Division)

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

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

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
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	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)

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)

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.
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	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

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

Line	A3				
Activity	FIELDWORK STRATEGY				
Description	<p>Contract for services to work with families in crisis to prevent breakdown. Intensive support & counseling around substance abuse. 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.</p> <p>Multi systemic therapy – an intensive programme to keep 11+ at home reducing care and custody numbers.</p> <p>Implementation and development of a service record management system</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	294	2,490	2,784	(572)	2,212

Line	A4				
Activity	OUT OF HOURS, HOSPITALS & PROJ				
Description	<p>The Hospital Social Work Team covers Jessops and the Children's Hospital. They work with pregnant mothers with their first child or who have none of their previous children living at home to undertake pre-birth assessments and formulate appropriate plans. They receive referrals from the Children's Hospital on children admitted or identified through Accident and Emergency or wards who are not currently allocated to Social Care. It is a 9 week service and transfers to appropriate area long term teams</p> <p>The Out of Hours service operates links to the 101 Shared Service to receive referrals from Social Care, the general public and other agencies where there is concern about a child's welfare where there is a need for an immediate response as a result of significant harm or the risk of family breakdown.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
17	353	36	389	-	389

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

Line	A5				
Activity	PERMANENCE & THROUGH-CARE				
Description	Provides social worker/support worker services for Looked After Children (LAC) and Care Leavers and planning and commissioning of services, where decision is for them to remain in care. The age range covers 5 to 25 years, planning for transitions to young adulthood with a wide ranging and varied network of partnerships ; Inclusion and Learning Service and Lifelong Learning and Skills Service; fostering; residential; and private providers of 16 plus accommodation; universities; Further Education colleges, Multi-agency service with midwives; dentist drop-in; apprenticeships; mental health; Multi Agency Psychological Service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
52	1,566	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

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

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)

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

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)

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

Description of core purpose of Planning Entity	This area provides a number of services including a regional resource for children diagnosed with cancer, children with disabilities and practical support for families to support disabled children in a home setting. Provides social work assessment processes and specialist support based on needs.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,623	(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)

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

Description of core purpose of Planning Entity	<p>Improve outcomes for children and families by:</p> <ul style="list-style-type: none"> • Ofsted Inspection preparation • Establishing and maintaining policies & procedures that ensure statutory compliance • Leading & delivering the social work Recruitment and Retention Strategy • Disseminating research evidence to practitioners and managers • Supporting service delivery of information systems e.g. Information Communication Systems, CareFirst • Undertaking reports required as part of Serious Case Review process
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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	<p>Improve outcomes for children and their families by enabling quality service improvement :</p> <p>Ensuring the delivery of service improvement</p> <p>Ofsted Inspection preparation</p> <p>Establishing and maintaining policies and procedures that ensure compliance with statutory requirements</p> <p>Leading and delivering the social work Recruitment and Retention Strategy</p> <p>Disseminating research evidence to practitioners and managers</p> <p>Supporting the service delivery of information systems e.g. CareFirst</p> <p>Undertaking the reports required as part of the Serious Case Review process</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	9	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

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	<p>The Provider Service mission statement is to deliver, monitor and provide the highest quality placements and complimentary services that will endeavour to meet specific assessed needs of children and young people within Sheffield.</p> <p>Service is responsible for the recruitment, preparation and assessment of prospective parents and their support once a child is in placement. Provides secure accommodation via Aldine House which is a safe caring environment. Funds service and strategic commissioning for children and young people's emotional health and wellbeing and short break care for children with disabilities in Sheffield.</p>
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	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	<p>Responsible for the recruitment, preparation and assessment of prospective adoptive parents, and their support once a child is in placement, and for searching for a suitable adoptive placement that will meet most of the child's needs, for all Sheffield children with an agreed plan of adoption. The service offers support to adoptive families post placement and post Adoption Order including a wide range of support groups. We also offer support to birth families and adopted adults, including assistance with access to adoption records and counselling. We facilitate the 'letterbox exchange scheme' which assists contact between birth families and adopted children. The service is responsible for administering and reviewing all Residence Order and Special Guardianship Order payments and for undertaking non-agency adoption assessments and providing reports to the Court</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	27	951	5,425	6,375	(904)	5,471

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

Line	A2				
Activity	CHILDRENS RESIDENTIAL HOMES				
Description	<p>We provide residential care for Looked After Children and short break care for children with disabilities in Sheffield in compliance with Children homes regulation 2011</p> <p>We provide care for young people in 5 directly managed mainstream homes and care for and support young people and their families in three directly managed short break care homes.</p> <p>We aspire to provide high quality care for all young people in residential settings; based in thriving communities with opportunities to improve quality of life, life chances and achieve outcomes which meet or exceed national minimum standards.</p> <p>We aim to achieve positive outcomes for children and young people by working in collaboration with parents, carers, and internal and external partnership agencies.</p> <p>Our homes aspire to meet the needs of individual young people within a caring family setting.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
179	6,151	951	7,102	(1,871)	5,231

Line	A3				
Activity	FOSTERING				
Description	<p>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.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
39	1,436	4,827	6,263	(65)	6,198

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

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

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)

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

Description of core purpose of Planning Entity	The Safeguarding Children Service is an integrated service, formed from child protection functions in Health, Education and Social Care. It incorporates integrated practice and supports and services the Sheffield Safeguarding Children Board (SSCB).
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,637	(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	<p>This is an integrated service, formed from child protection functions in Health, Education & Social Care. It incorporates integrated practice and supports and services the Sheffield Safeguarding Children Board (SSCB). Core functions of the Safeguarding service include:</p> <ul style="list-style-type: none"> Convening, chairing and minuting of child protection conferences Independent Reviewing Service Managing the list of children subject to a child protection plan, performance monitoring and reporting information Serious Case Reviews and Child Death Overview processes Specialist services - Sexual Exploitation, Substance Misuse, Licensing and E-Safety Support, advice, training, procedures and best practice guidance to enable organisations and individuals to understand, prioritise and discharge their safeguarding responsibilities to best effect. <p>The SSCB and other specialist services are joint funded by partner agencies</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
61	2,163	475	2,637	(1,321)	1,316

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)

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

Description of core purpose of Planning Entity	Purchasing of Foster care, Learning Difficulties and Disabilities (LDD) and Care Leaver beds for Looked After Children, LDD and Care Leavers.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	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	<p>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.</p> <p>There are a number of children and young people with disabilities who are looked after by the Local Authority who are either placed within or out of city residential home or placed with a private fostering carer.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	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

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)

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)

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

Description of core purpose of Planning Entity	Our ambition for Sheffield is that every child, young person and family achieve their full potential by raising expectations, attainment and enabling enriching experiences. This will be achieved by ensuring that every child, young person and family is safe, healthy and strong.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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)

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

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

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)

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)

Directorate	CYPD
Service	INCLUSION & LEARNING SERVICES
Planning Entity	LEARNING & ACHIEVING SERVICE (Division)

Description of core purpose of Planning Entity	The Learning and Achievement Service provides advocacy for all children and young people's educational outcomes to ensure that they make good progress, with a particular focus on the most vulnerable. In our role as advocate and champion for children, young people and families the Local authority will support, challenge and intervene in schools where necessary.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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)

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.
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	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

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	-

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

Description of core purpose of Planning Entity	The team secures external funding to support people to develop the skills for work in vulnerable groups and communities. It is part of a wider strategy to tackle poverty and support.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	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	<p>The team</p> <ul style="list-style-type: none"> - commissions, through the third sector, the SCC Employability Programme targeting vulnerable adults and young people furthest from the labour market including those with disabilities & mental health conditions, as well as lone parents, ex-offenders and some 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

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
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	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)	-

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

Line	A3					
Activity	EMTAS					
Description	<p>The Ethnic Minority and Traveller Achievement Service (EMTAS):</p> <ul style="list-style-type: none"> - designs and delivers support programmes targeted at under achieving young people from vulnerable communities, specifically BME - has strategic and operational responsibility for mentoring programmes for vulnerable young people - develops prevention and intervention strategies to support cohesion and develop resilient communities 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	9	387	221	609	(609)	-

Line	A4					
Activity	EXTENDED SCHOOLS					
Description	<p>Study Support and the Children's University</p> <p>This service contributes to the increased achievement and participation in learning of targeted cohorts of children and young people by continuing to develop:</p> <ul style="list-style-type: none"> - study support programme is a traded service that is offered to schools. - promoting and celebrating participation in the Children's University, with 8,000 learners currently holding passports, as a direct contribution to school based attainment through enrichment activities. 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	6	170	120	290	(290)	-

Line	A5					
Activity	LEARNING SKILL & EMPLOYMENT					
Description	<p>Management and delivery in SCC's four training centres of Skills Funding Agency /Education Funding Agency funded learning programmes across the majority of vocational areas. This activity includes:</p> <ul style="list-style-type: none"> - the 14 -16 Vocational Skills Programme to enhance the school-based curriculum offer. - apprenticeships for young people and adults. - work based assessments and further education in vocational sectors. 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	63	2,116	1,514	3,629	(3,554)	75

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

Description of core purpose of Planning Entity	Provision of performance management and analytical services in the portfolio and direct support to schools. Undertakes joint work with Primary Care Trust. Partnership working arrangements, such as the 0-19+ Partnership and Children's Trust Executive Board. Delivery of children's and parental consultation and engagement eg Parents Assembly and Every Child Matters survey. Responsible for statutory Independent Reviewing Service, which monitors care plans of Sheffield's Looked After Children.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,189	(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	<p>Performance and Partnerships is responsible for:</p> <ul style="list-style-type: none"> - performance management and analytical services, ensuring intelligent commissioning by all services. - providing direct support to schools and undertaking joint work with NHS. - management of partnership working arrangements e.g. 0 -19 Partnership and the Children's Trust Executive Board. - providing support for business plans. - coordinating external inspections. - monitoring and reporting on policy developments. 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	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)

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

Description of core purpose of Planning Entity	Vocational Skills Programme for young people. The Not in Employment Education or Training (NEET) prevention programme. Develops Foundation level learning policy/practice. Plans 16-19 provision with government agencies. Leads education employer links and the city's 14-25 Partnership/working groups. Oversees activity to widen Higher Education participation. Champions/coordinates Science, Technology, Engineering and Maths agenda. Responds to national initiatives (University Technical College/Studio School)
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,809	(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	<p>Commissions and quality assures provision of 14 -16 Vocational Skills Programme for 900 learners as purchased by schools.</p> <p>Organises the city's Alternative Provision for 500 most vulnerable young people e.g. Looked After Children, not on school roll, home educated.</p> <p>Plans the city's 16 -19 provision jointly with government agencies.</p> <p>Leads on education employer links prioritising growth sectors and enterprise.</p> <p>Leads city's award winning 14-25 Partnership.</p> <p>Oversees activity to widen participation to Higher Education. Champions and coordinates the Science, Technology, Engineering and Maths agenda.</p> <p>Responds to national initiatives e.g. University Technical College.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	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.
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	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	<p>Lifelong Learning, Skills and Communities Core Team Responsible for:</p> <ul style="list-style-type: none"> - the management of 14-19 learning, Integrated Youth Services, Employment and Skills, Adult, Community and Family Learning and Community Cohesion. - winning external grants and contract, developing strategic programmes, commissioning learning, skills and employment provision and delivering traded services. - 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

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)

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

Description of core purpose of Planning Entity	Commissions Community Youth Teams to identify young people at risk of falling out of education, involvement in crime/antisocial behaviour/other poor outcomes and keep them on positive paths through support/advice/guidance. Delivers targeted youth work provision and programmes including street based. Supports voluntary groups to deliver positive activities for young people. Involves Young People in decisions affecting them via Involvement Strategy/Youth Council/Young Inspectors etc.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	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: <ul style="list-style-type: none"> - Capacity building to grow grass roots development of positive activities focussed on communities where there are gaps in provision - Direct delivery of targeted youth engagement programmes - Identification, tracking and re-engagement of young people Not in Education, Employment or Training (NEETs) into learning or employment - Youth Involvement through the Youth Cabinet and UK Youth Parliament Members, Young Advisers, Young Inspectors and local youth forums - A traded service in Careers Guidance for schools - Information, Advice and Guidance for vulnerable groups, including young people with Learning Difficulties and Disabilities, Looked after Children, young offenders and young parents - Supports the Duke of Edinburgh scheme - Tailored support for specified groups i.e. LGBT young people 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	7	329	4,962	5,291	(1,130)	4,161

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)

Communities

	BIP ref	<u>Gross Expenditure</u> £000	<u>Gross Income</u> £000	<u>Net Expenditure</u> £000
<u>BUSINESS STRATEGY</u>				
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
		<u>4,505</u>	<u>2,503</u>	<u>2,002</u>
<u>CARE AND SUPPORT</u>				
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
		<u>156,426</u>	<u>44,029</u>	<u>112,398</u>
<u>COMMISSIONING</u>				
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
		<u>41,638</u>	<u>8,436</u>	<u>33,203</u>
<u>COMMUNITY SERVICES</u>				
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
		<u>22,178</u>	<u>13,055</u>	<u>9,123</u>
		224,747	68,023	156,726

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

Description of core purpose of Planning Entity	Responsible for business systems and information, including the CareFirst team for Communities Portfolio, performance and service business planning and programme management and governance.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,296	(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

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)

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

Description of core purpose of Planning Entity	This service includes the Adult Safeguarding, Mental Capacity Act and Deprivation of Liberty Safeguards (DoLS) teams, which are funded through a joint partnership with health, probation, police and fire services. There is also a training element provided primarily for Adult Social Care. Risk management, equalities, professional practice, service user consultation and involvement are also covered in this area.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,072	(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)

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				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	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.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(60)	(60)	-	(60)

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

Description of core purpose of Planning Entity	Includes the costs of Communities Executive Director and the Business Strategy Management Team (and support), together with central portfolio overheads.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	9	-	9	-	9

Line	E2				
Activity	Inflation				
Description	Pay award				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	(9)	-	(9)	-	(9)

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)

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

Description of core purpose of Planning Entity	The Learning Disabilities team assesses needs provide specialist community based services, accommodation and support, short break services, specialist mental health services and service for fulfilling lives through self directed support and personal budgets.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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

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

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

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)

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)

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.
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	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

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 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
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)

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)

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)

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.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	-	-	(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.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	(562)	(562)	-	(562)

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

Description of core purpose of Planning Entity	The Social Care Services directly managed by the Council for older people and adults with a physical disability or sensory impairment and their Carers. This includes Home Care, Community Support, City Wide Care Alarms, Adult Placement Shared Lives Service (APSL).
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	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 reablement 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

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)

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)

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

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

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%				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	40	-	40	-	40

Line	E2				
Activity	Loss of Funding				
Description	Disabled Facilities Team funded by capital programme				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	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				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	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.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	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				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
-	-	(400)	(400)	-	(400)

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.
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	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)

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%				
Grant Income Source					
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.				
Grant Income Source					
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				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	(400)	-	(400)	-	(400)

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.
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	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

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)

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.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	-	-	(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.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	-	-	(240)	(240)

Line	B5				
Activity	Reductions to Housing Support Services				
Description	<p>Reductions to some services for offenders</p> <p>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..</p> <p>Changes to some supported accommodation arrangements to ensure that we are providing cost effective help and support to people that need it</p> <p>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</p>				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	(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)				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
-	-	(233)	(233)	-	(233)

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.
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	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 from the independent sector and undertaking statutory assessments under the Mental Health Act.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
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 SHSCT 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%				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	24	-	24	-	24

Line	E3				
Activity	Demand				
Description	demographic growth				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	44	44	-	44

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)

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

Description of core purpose of Planning Entity	Commissioning of services for older people, people with mental health problems and learning disabilities including needs assessment, service redesign, market development and contracting.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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

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%				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff	22	-	22
-	22	-	22	-	22

Line	E2				
Activity	Demand				
Description	Delivery team for service reconfiguration				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff	300	-	300
	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).				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff	(322)	-	(322)
7	(322)	-	(322)	-	(322)

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

Description of core purpose of Planning Entity	The Community Safety Team have responsibility for managing Cohesion, Migration and Safety issues across the City, including statutory responsibility around the Community Safety Partnership, Domestic Violence and Anti Social Behaviour.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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%.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	6	-	6	-	6

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)

Directorate	COMMUNITIES
Service	COMMUNITY SERVICES
Planning Entity	LIBRARIES (Division)

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

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)

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

Description of core purpose of Planning Entity	The Locality Management Team facilitates the 7 Local Area Partnerships (LAPs) that support Ward Members at a community level across the City. The team also supports the Voluntary Community Faith (VCF) sector at a local level including community based funding through Grant Aid.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	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
-	-	-	-	-	-

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)

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.
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	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	COMMUNITY SERVICES 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 includes a Mental Health initiative, the Health Trainers service largely funded through the CCG and work to support people with HIV.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		286	286	(286)	-

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	<u>Gross Expenditure</u> £000	<u>Gross Income</u> £000	<u>Net Expenditure</u> £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

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

Description of core purpose of Planning Entity	To ensure the portfolio is strategically well placed in terms of business planning, performance management, resource and investment management, business improvement and change management, resilience and effective Governance. The city is well protected and safe through effective regulation, enforcement and Licensing and that the Council's statutory obligations in this regard are efficiently and effectively discharged.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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 aways etc.) gambling premises (Casino's, betting shops, bingo halls etc) sex establishments, street collections, house to house collections, pet shops, dangerous wild animals etc.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	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				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	-	-	-	200	200

Line	E2				
Activity	Inflation				
Description	Provision for 1% pay award				
Grant Income Source					
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%				
Grant Income Source					
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%				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	8	8	-	8

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)

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.
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	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 CO2 emitted as a result of using that energy. The CRC budget is for the purchase of carbon allowances and other fees due under the CRC scheme.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-		479	479		479

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				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	37	-	37	-	37

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)

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.
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	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)

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)

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 currently invest in SENTA Growth Advisors, the Business Transformation Team and the Sector Growth and Key Account Management functions to deliver 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)

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

Description of core purpose of Planning Entity	This service area delivers a range of in-house services and also commissions major sports and cultural services from trusts. Services include:- Parks and Countryside, Activity Sheffield, sports and leisure facilities, city centre management, city events (arts, sports and parks), museums, theatres, galleries and the City Hall.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	27,462	(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)

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

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

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)

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)

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.
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	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	Commissioning 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 and exhibitions to the city. This activity is spearheaded by a Sheffield Conference Ambassador Programme.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
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

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)

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

Description of core purpose of Planning Entity	<p>The purpose of the service is to contribute to Sheffield being a healthy and successful city by: tackling social determinants of ill health, health improvement programmes, tackling inequalities in health, increasing access to services and improving services.</p> <p>The service leads public health action on several key policy areas – such as tobacco control interventions to help people to live smoke free lives, obesity and food and environment and health.</p> <p>It supports stakeholders by providing a health perspective to ensure that projects and services have a positive impact on health and provide public health support on some of the root causes of ill health, for example, air quality, and transport issues to help prevent health problems and address health inequalities.</p>
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	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	<p>The purpose of the service is to contribute to Sheffield being a healthy and successful city by: tackling social determinants of ill health, health improvement programmes, tackling inequalities in health, increasing access to services and improving services. The service leads public health action on several key policy areas – such as tobacco control interventions to help people to live smoke free lives, obesity and food and environment and health – through to commissioning specific frontline health services for the population, such as stop smoking services, weight management services and community dieticians for the community.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7	391	3,027	3,418	(3,418)	-

Section 2: Pressures (Form Es) - None Identified

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

Description of core purpose of Planning Entity	Regeneration and Development Services is responsible for the physical development of the City and promoting sustainable regeneration. This includes regeneration of Neighbourhoods and the City Centre, Housing Strategy and delivery of the Sheffield Local Housing Company; Spatial Development plans, development management, urban design and environmental planning; Building Standards and flood prevention; All client Highway Services including car parking and traffic information and control; Transport policy and programmes, and air quality management.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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)

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

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

Line	A6					
Activity	SUSTAINABLE CITY					
Description	<p>The Service provides the following services:</p> <ul style="list-style-type: none"> Delivers Housing and Neighbourhood Regeneration programmes Professional and project management support to Housing and Neighbourhood Investment Programmes. Provision of non-housing HRA asset management Provision of a Regional Loans Service Delivery of the Sheffield Housing Company Leads on the development of Corporate Housing Strategy and Policy, including City-region strategy development. Supports the Sheffield City Region (SCR) Housing and Regeneration Board, a sub-board of the SCR Local Economic Partnership (LEP). Low Carbon/low emission vehicle programmes Corporate Environmental resilience and responsibility Corporate and City Sustainability Strategy Works closely with external funding agencies and other partners, as well as working with other stakeholder including community and residents groups. 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	34	1,000	538	1,537	(1,926)	(388)

Line	A7					
Activity	TRANSPORT TRAFFIC & PARKING SE					
Description	<p>To plan, administer, co-ordinate and regulate activities on the City's highways in order to provide for the safe and efficient movement of people and goods around Sheffield.</p> <p>Main service areas within Transport, Traffic and Parking Services (TTAPS) are :</p> <ul style="list-style-type: none"> Transport Planning. Road Safety and School Crossing Patrol Wardens. Highway Network Management, including Highway Coordination and Intelligent Transport Systems. Transport and Traffic Design & Delivery, including Traffic Regulations. Transport Traffic & Parking Services Business Management, including Public Rights of Way and Air Quality. Parking Services. 					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	174	5,715	3,578	9,293	(11,430)	(2,137)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
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 Competitive 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

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
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)

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)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
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 delivery (£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)

Directorate	PLACE
Service	REGENERATION & DEVELOPMENT SEF
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)

Policy, Performance & Communications

	BIP ref	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Policy, Performance & Communications	PPC1	4,281	1,788	2,493
Public Health	PPC4	2,441	2,576	-135
		6,722	4,364	2,358

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

Description of core purpose of Planning Entity	The PPC service includes the following areas: Policy and Improvement, Performance and Research, Elections Equality & Involvement, Communications and Public Health Intelligence.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	4,281	(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

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				
			Gross Revenue		Net Revenue
	FTE	Staff	Expenditure	Income	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.				
			Gross Revenue		Net Revenue
	FTE	Staff	Expenditure	Income	Expenditure
	-	-	(81)	-	(81)
					(81)

Line	B2				
Activity	Vacancy management				
Description	Vacancy management across the service				
			Gross Revenue		Net Revenue
	FTE	Staff	Expenditure	Income	Expenditure
	-	(42)	-	(42)	-
					(42)

Line	B3				
Activity	Supplies and services				
Description	Reduction in training, supplies and services budgets across the service				
			Gross Revenue		Net Revenue
	FTE	Staff	Expenditure	Income	Expenditure
	-	-	(43)	-	(43)
					(43)

Line	B4				
Activity	Communications review				
Description	Restructure of the Communications service resulting in staff savings				
			Gross Revenue		Net Revenue
	FTE	Staff	Expenditure	Income	Expenditure
	6	(155)	-	(155)	-
					(155)

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

Resources

	BIP ref	<u>Gross Expenditure</u> £000	<u>Gross Income</u> £000	<u>Net Expenditure</u> £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		<u>62,137</u>	<u>32,265</u>	<u>29,872</u>
<u>Central Costs</u>				
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		<u>227,857</u>	<u>202,176</u>	<u>25,681</u>
		289,994	234,441	55,553

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

Description of core purpose of Planning Entity	Business Information Solutions (BIS) is responsible for the strategy, governance, assurance and policy relating to ICT activity across Sheffield City Council and associated partners, including governance of the outsourced ICT contract.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,701	(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

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

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)

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)

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

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

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)

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				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	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)				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
2	(38)	-	(38)	-	(38)

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

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A4				
Activity	FINANCIAL SYSTEMS SUPPORT GROUP/ STRATEGIC FINANCE				
Description	<p>FSSG are responsible for the provision, configuration, maintenance and development of the Council's financial and associated systems as well as maintaining and developing financial processes and provision of financial and system training.</p> <p>Strategic Finance co-ordinate the strategic financial planning processes i.e. the budget setting and medium term planning processes. Co-ordinate the financial reporting processes including the provision of monthly budget monitoring reports and production of the annual statement of accounts, the financial management of the council's balance sheet and fixed and current asset base.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
18	1,071	695	1,765	-	1,765

Line	A5				
Activity	INCOME CONTROL AND MANAGEMENT / REVENUES & BENEFITS				
Description	<p>Revenues and Benefits client team are responsible for ensuring the service standards in the Capita contract are achieved, ensuring statutory functions are delivered. Income Collection and Management team are responsible for the centralised debt recovery to collect the Council's sundry debt arrears and developing the protocols and best practice for debt recovery in the council.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
22	717	128	844	(110)	735

Line	A6				
Activity	INTERNAL AUDIT				
Description	<p>An assurance function that primarily provides an independent and objective opinion to the organisation on the control environment. The majority of reviews undertaken are risk based audits of services and functions across the Council. They assess management's treatment of risk and undertake reactive (fraud) investigations and pro active counter fraud initiatives. There is a statutory responsibility under the Accounts and Audit regulations for the authority to maintain an adequate and effective Internal Audit function. It contributes to the discharge of the statutory responsibilities (proper financial arrangements) associated with the designated Chief Financial Officer (section 151 officer). Forms a key part of the Corporate Governance arrangements of the Authority and contributes to the production of the Annual Governance Statement.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12	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

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)

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

Description of core purpose of Planning Entity	The OD/HR Service comprises Occupational Health, Health and Safety, Learning and Development, HR Policy and Strategy, HR Advisory, Employee Relations and management of the Capita contract. It is responsible for the lead on all people policy and practice within Sheffield City Council.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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				
Grant Income Source					
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				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	250	-	250	-	250

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

Section 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)

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

Description of core purpose of Planning Entity	Legal Services provide best value services and strong leadership, making it "easy to do the right thing". We provide a high quality legal service to meet the needs of the Council and individual portfolios and to ensure the Council carries out all aspects of its functions lawfully. We respond efficiently and effectively to requests for advice and are at the heart of proactive decision making.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	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

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

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)

Directorate	RESOURCES
Service	RESOURCES MANAGEMENT & PLANNING
Planning Entity	RESOURCES MANAGEMENT & PLANNING (Service)

Description of core purpose of Planning Entity	The service includes the Executive Management for Resources, the Council's insurance and risk service and also the Business Support function for the Resources portfolio.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
-	11	-	11	-	11

Directorate	RESOURCES
Service	RESOURCES MANAGEMENT & PLANNING
Planning Entity	RESOURCES MANAGEMENT & PLANNING (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)

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.
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	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

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)

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)

Directorate	RESOURCES
Service	CENTRAL COSTS
Planning Entity	CENTRAL COSTS (Service)

Description of core purpose of Planning Entity	These are costs managed centrally which are essentially outside of the immediate control of the Council. The key components of the service are: Former Employee Pension Costs; Benefit Payments; Outsourced Services (Capita); Corporate Fees.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	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

Directorate	RESOURCES
Service	FINANCE - CAPITA
Planning Entity	FINANCE - CAPITA (Service)

Description of core purpose of Planning Entity	Financial Services in the SCC/Capita contract are:- Council Tax - billing, collection and recovery of local taxes raised by the authority (call handling and in-person access). Business Rates - billing, collection and recovery of Business Rates. Housing and Council Tax Benefit - the assessment and payment of state determined benefits that assist low income customers and customers on state benefits with their Council Tax liability and Housing costs (call handling and in-person access). Accounts Receivable - print and dispatch and sundry debtor's accounts. Purchase to Pay - the receipt, scanning and indexing of invoices for supplies and services. Cash collection services for the Council
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	12,387	(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

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

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

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

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 -

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

- 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

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

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

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

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

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 of our investments are primary concerns before considering investment return.

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

CIPFA defines treasury management as:

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

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.

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	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
Capital Expenditure	£'000	£'000	£'000	£'000	£'000
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	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'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.

	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'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.

The Council is asked to approve the CFR projections below:

	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'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	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'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	2014/15	2015/16	2016/17
	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000
Council Tax Band D	£6.72	£26.74	£45.95	£60.84

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.

	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'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 as to whether the Council complies with the requirement to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 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:

	£'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.

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.

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 too many loans maturing in any one period. The Council currently expects the majority of its loans to mature in the medium term, supporting the HRA business plan and aligning maturities to our CFR profiles to avoid over-borrowing situations.

	2014/15	
	Lower	Upper
Maturity structure of variable interest rate borrowing:		
Under 12 months	0%	100%
12 months to 2 years	0%	0%
2 years to five years	0%	0%
5 years to 10 years	0%	0%
10 years to 20 years	0%	0%
20 years to 30 years	0%	0%
30 years to 40 years	0%	0%
40 years to 50 years	0%	0%

This table is reflective of our floating-rate LOBO bank loans. The bank has the option to re-set the interest rate on these loans every six months. As the Council then has the option to accept the rate or repay these loans, we are required to show them as maturing within 12 months for the purposes of this indicator.

The Council monitors the potential for the rates on these loans to re-set, but does not believe this is likely in 2014/15. Accordingly, and despite this indicator, we do not expect to repay these loans in 2014/15.

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

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

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:

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	2015/16	2016/17
	£'000	£'000	£'000
Maximum sums invested greater than 365 days	£30,000	£30,000	£30,000

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%

NON-SPECIFIED INVESTMENTS:

These are any investments which do not meet the specified investment criteria. Non-specified investments are typically viewed as being riskier than specified investments.

A maximum of £30m will be held in aggregate in non-specified investment.

A variety of investment instruments are outlined below. The Council has selected these instruments based on their high credit quality.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	* Minimum credit criteria / colour band	** Max % of total investments/ £ limit per institution	Max. maturity period
UK Government gilts	UK sovereign rating	100%	5 years
UK Government Treasury bills	UK sovereign rating	100%	5 years
Local authorities	N/A	100%	5 years
Gilt funds	UK sovereign rating	100%	5 years
Banks	Purple Yellow	100% 100%	2 years 5 years

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).

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 Fairness Commission 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.

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.

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.

- 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 disproportionately 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 disproportionately affected by disadvantage and inequality. For example, children are more likely to live in poverty if they are from Black and minority ethnic (BME) family: 77% of Somali and 61% of Yemeni children in Sheffield are eligible for Free School Meals compared to 18.5% of all children in poverty in 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.

² SCC, January School Census 2010

Impact Analysis

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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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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 *reducing the subsidies* we are providing to culture and environment, for example to Sheffield International Venues, Sheffield Theatres Trust, Museums Sheffield, city centre management and to events. This may result in increased charging/ ticket prices for cultural and sporting events and so impact more on people on a low income.

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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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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- 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 tackling 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

Areas and detail of impact

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 Thalassaemia 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 Thalassaemia 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).

Areas and detail of impact

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

<p>Areas and detail of impact</p>
<p>the city, will positively impact on 0-5, pregnant women and BME communities.</p> <p>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.</p>
<p>Sexual Orientation</p>
<p>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</p> <p>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.</p>
<p>Transgender</p>
<p>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.</p> <p>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.</p>
<p>Financial Exclusion, Poverty, Social Justice</p>
<p>Sheffield residents' incomes are around 10-15% lower than the national average. In addition Sheffield is ranked 6th out of 326 against other Local Authorities for low income.</p> <p>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.</p> <p>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</p>

Areas and detail of impact

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 split 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' guidance⁴, which was published by the Government in September 2011. This states that authorities have a duty⁵ to consider the impact of budget reductions on VCF or other

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) Act⁶ 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.

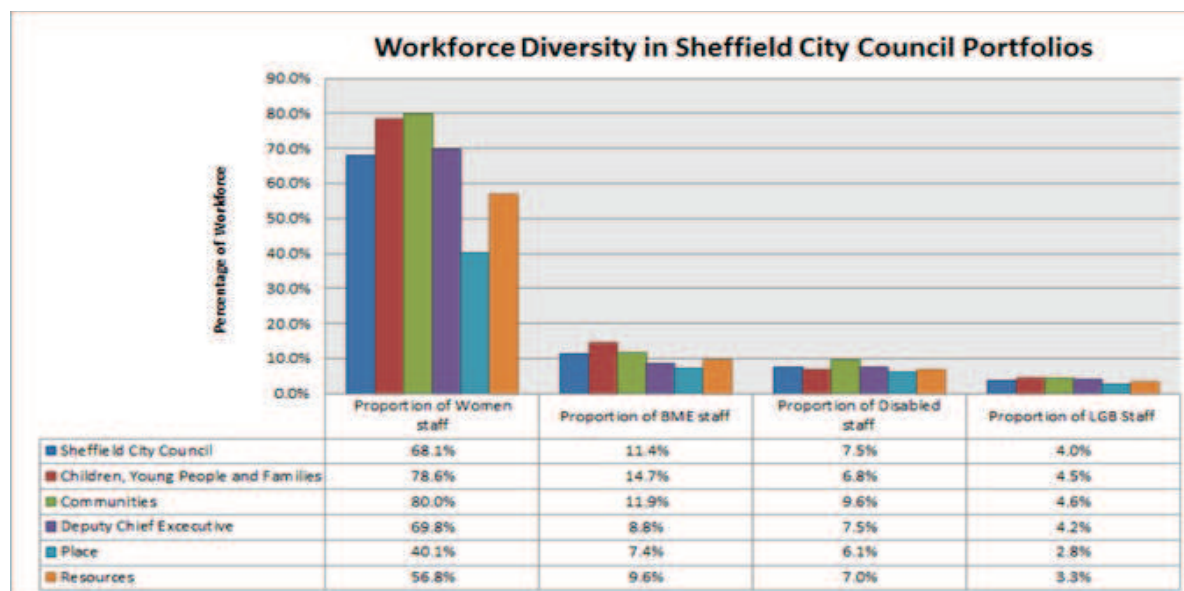
Value duty (section 3(1) LGA 1999), local authorities have to take into account guidance issued by the Secretary of State which may cover the form, content and timing of consultations <http://www.ncvo-vol.org.uk/news/civil-society/helping-you-understand-new-best-value-guidance>

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



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

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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 through fees and charges, full cost recovery, and increased trading of our services, for example with schools to help keep non-core services.

Continuing where possible with successful schemes from last year that impacted positively such as the apprenticeship schemes, 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
<p>public access. For example Multi Agency Support Teams and Early years Teams, integration of Youth Justice Team and Safer Neighbourhood and Community Safety teams.</p> <p>Continuing to invest £30 million in Public Health to help reduce health inequalities.</p> <p>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.</p>

Action plan		
Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
<p>Overall and for specific issues relating to communities sharing protected characteristics under the Equality Act 2010</p>	<p>Individual proposals have had detailed EIAs and specific mitigation has been devised wherever possible. These will contain the detail of the actions required be monitored as appropriate.</p> <p>In some cases as proposals are developed further and implemented, alongside consultation, some impact assessments will be revisited or updated.</p> <p>Continued focus on applying corporate priorities, the fairness principles and the Equality and Fairness Objectives</p>	<p>Service Managers within Portfolios as noted in EIAs</p> <p>Performance monitoring within Portfolios - Directors of Business Strategy</p> <p>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.</p> <p>Outcome boards to feed into the review</p>
<p>Poverty and financial exclusion</p>	<p>Tackling Poverty and Increasing Social justice Board to examine the impact of the fairness principles, and equality on the budget in line with the Equality and Fairness Objectives</p>	<p>Develop monitoring arrangements within the year which seek to assess cumulative impact</p> <p>Outcome boards to feed into the review</p>

Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
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	1I83B1-1	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	3144B1-1 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 Wellbeing

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	Capacity and Focus of In House Learning Disability Services	Care and Support	Better Health and Wellbeing
278	Business Strategy Savings Proposals 2014-15 4R14B1-3 / 4R14B2-3 / 4R24B5-1 / 4V84B5-2 / 4V84B6-1	Business Strategy	Better Health and Wellbeing
279	2014/15 Fees for Care Homes	Commissioning	Better Health and Wellbeing
280	Budget Reduction to Community Safety Discretionary Budget	Housing Services	Safe and Secure Communities
281	Adult Placement Shared Lives (APSL) Project	Care and Support	Better Health and Wellbeing
282	Budget 2014/15 Senior Management Team Managing Employee reductions and Review of Posts 4V84B1-3 / 4V84B2-4	Business Strategy	Better Health and Wellbeing
283	Consistent assessment of new service users in Older People, Physical Disabilities, Learning Disabilities and Mental Health 4P14B1-1 / 4P14B1-2 / 4Q44B8-1	Care and Support	Better Health and Wellbeing
284	Communications Managing Employee reductions 2013 1AA3B4-1	Communications	Corporate Services
285	Review of Community Safety Team including reduction in management capacity 4GK4B1-3	Community Services	Safe and Secure Communities
286	Reducing the Demand for Adult Social Care in Learning Disabilities and Adults 4P14B8-2	Care and Support	Better Health and Wellbeing
287	Managing Employee Reductions Embedding Personalisation 4P24B5-3 / 4P24B11-4	Care and Support	Better Health and Wellbeing
288	Housing Care and Support Managing Employee Reductions 137 4P44B1-5	Care and Support	Better Health and Wellbeing

					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_190912112019.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