

Cabinet

Wednesday 17 February 2016 at 2.00 pm

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

The Press and Public are Welcome to Attend

Membership

Councillor Julie Dore	(Leader of the Council)
Councillor Leigh Bramall	(Deputy Leader/Cabinet Member for Business, Skills & Development)
Councillor Isobel Bowler	(Cabinet Member for Neighbourhoods)
Councillor Ben Curran	(Cabinet Member for Finance and Resources)
Councillor Jackie Drayton	(Cabinet Member for Children, Young People & Families)
Councillor Jayne Dunn	(Cabinet Member for Housing)
Councillor Terry Fox	(Cabinet Member for Environment and Transport)
Councillor Mazher Iqbal	(Cabinet Member for Public Health and Equality)
Councillor Mary Lea	(Cabinet Member for Health, Care & Independent Living)



PUBLIC ACCESS TO THE MEETING

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

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda.

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

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

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

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

FACILITIES

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

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

**CABINET AGENDA
17 FEBRUARY 2016**

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** (Pages 1 - 4)
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting** (Pages 5 - 14)
To approve the minutes of the meeting of the Cabinet held on 13 January 2016
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. Items Called-In For Scrutiny**
The Director of Legal and Governance will inform the Cabinet of any items called in for scrutiny since the last meeting of the Cabinet
- 8. Retirement of Staff** (Pages 15 - 18)
Report of the Interim Executive Director, Resources
- 9. Housing Independence Commissioning Strategy 2016-2020 and Delegated Decision Making** (Pages 19 - 56)
Report of the Executive Director, Communities
- 10. Voluntary Sector Grant Aid Investment in 2016/17** (Pages 57 - 104)
Report of the Executive Director, Communities
- 11. School Places in Sheffield** (Pages 105 - 124)
Report of the Executive Director, Children, Young People and Families
- 12. Revenue Budget 2016/17** (Pages 125 - 482)
Report of the the Chief Executive and the Interim Executive Director, Resources
- 13. Capital Programme 2016/17** (Pages 483 -

Report of the Interim Executive Director, Resources

- 14. Revenue Budget and Capital Programme Monitoring 2015/16 Month 9 (as of 31/12/15)** (Pages 581 - 632)
Report of the Interim Executive Director, Resources

NOTE: The next meeting of Cabinet will be held on Wednesday 9 March 2016 at 2.00 pm

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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.

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 Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email gillian.duckworth@sheffield.gov.uk.

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Cabinet

Meeting held 13 January 2016

PRESENT: Councillors Julie Dore (Chair), Leigh Bramall (Deputy Chair), Ben Curran, Jayne Dunn, Mazher Iqbal, Mary Lea and Sioned-Mair Richards

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1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillors Jackie Drayton and Terry Fox.

2. EXCLUSION OF PUBLIC AND PRESS

2.1 The Chair reported that the appendix to agenda item 8 'Disposal of Land at Fretson Road and Queen Mary Road known as Manor Site 8', was not available to the public and press because it contained exempt information described in Paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended) and if Members wished to discuss the appendix the public and press would need to be excluded from the meeting.

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of the meeting of Cabinet held on 9 December 2015 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 Petition Opposing the Proposed Sale of Cobnar Cottage

5.1.1 Caroline Dewar submitted a petition, containing 11,686 signatures, both electronic and handwritten, opposing the proposed sale of Cobnar Cottage. She believed that any sale would break the covenants on Graves Park and put any of the rest of the park at the risk of sale. It would also put at risk all the other covenants on property given to the people of Sheffield by J.G Graves.

5.1.2 Ms. Dewar commented that the results of the survey which the Council had commissioned were not valid as it stated that the Council had bought the cottage in 1925 which was not the case as it remained owned by the Trust.

5.1.3 She added that an alternative proposal for a stonemason who had volunteered to live in the cottage and restore it, had been rejected by the Council despite the Friends of Graves Park agreeing to fund the raw materials needed for this. The

stonemason had also agreed to work for free.

- 5.1.4 She concluded that local residents wanted to be properly consulted before any final decision was made. A complaint had been made to the Charity Commission in respect of the breaking of the covenants and, as this was still disputed, the Cottage should be withdrawn from auction.
- 5.1.5 Councillor Sioned-Mair Richards, Acting Cabinet Member for Neighbourhoods, thanked Ms. Dewar for submitting the petition. She reported that the Council had listened to the concerns expressed by the petitioners and others and had provided a detailed response on the Council's website explaining the decision to sell the Cottage. Councillor Richards had also outlined the reasons in response to a question from Councillor Ian Auckland at the last meeting of Full Council on 6 January 2016.
- 5.1.6 Consultation on the sale of the Cottage had been undertaken for the last two years, along with regular discussions with the Friends of Graves Park. The Friends had originally wanted the Cottage knocked down and a garden installed and had now proposed the idea of a stonemason.
- 5.1.7 The Council had a written acknowledgement from the Charity Commission that it did have the power to sell the Cottage and there were no restrictions on this. The Council could only rely on the general power of trustees to sell the Cottage and had complied with regulations in respect of the sale of land.
- 5.1.8 A face to face survey had been undertaken by Sheffield Hallam University, as agreed by the Council and the Charity Commission. 85% of respondents to the survey agreed that the Cottage should be sold and the funds reinvested into the park.
- 5.1.9 Having received confirmation from the Charity Commission that the Council had the right to sell, it was proposed to continue with the sale of the Cottage. It was expected that the Council would receive around £80k from this and it was legally bound to reinvest this in Graves Park. This could include improving play facilities and improvements to footpaths. Discussions had also taken place about improving and modernising toilet facilities, which was much needed.
- 5.1.10 Councillor Richards was clear the Council had not broken any covenants and the Charity Commission had accepted the Council's right to sell. All the information was available on the Council's website. The Council had to act under Charitable law in the best interests of the charity. The Council had never said that the people of Sheffield did not care about the Cottage and most people supported the sale with the investment option. She did not believe the stonemason proposal was a better option than sale of the Cottage with the funds reinvested in the park.
- 5.1.11 In conclusion Councillor Richards thanked the petitioners for caring about Graves Park, which was a feeling shared by the Council, and the Council would work with park users in the future to reinvest the funds of any sale in the most appropriate way.

5.1.12 **RESOLVED:** That the petition now submitted be noted and Ms. Dewar be thanked for the submission of the petition.

5.2 Public Question in respect of Council Sanctions

5.2.1 Martin Brighton asked if a Council employee supports sanction and prejudice in full knowledge of the fact that the accusation upon which those sanctions are predicated are false, can that employee expect the support of elected members?

5.2.2 Councillor Julie Dore, Leader of the Council, responded that the Council did not support any prejudice. It did not support sanctions where there was no evidence of any breach of policy. It did depend on the definition of sanctions, however, for example, where a group did not adhere to a Council policy, action would be taken.

5.3 Public Question in respect of Council Employment Policy

5.3.1 Martin Brighton asked did the Council have any personnel policy that permitted internally nominated promotions devoid of any invitations to external prospective employees, for any current or pending vacancy?

5.3.2 Councillor Julie Dore commented that there were many personnel policies which could relate to recruitment. The Council adhered to all Human Resources and recruitment policies, for example when internal employees were redeployed because of redundancy in their present role through the redeployment policy.

5.4 Public Question in respect of Use of Council Publications

5.4.1 Martin Brighton asked did this Council support the use of its Council publications for propaganda and deceit, including despite the fact that even the police and the Council had conceded that what is written is untrue?

5.4.2 Councillor Julie Dore responded that the Council do not use Council publications in this way.

5.5 Public Question in respect of Dame Porter Homes for Votes Scandal

5.5.1 Martin Brighton asked was there any possibility of a Dame Porter Homes for Votes Gerrymandering Scandal ever happening in Sheffield?

5.5.2 Councillor Julie Dore commented that there wasn't and the events referred to in the question had been deemed to be illegal.

5.6 Public Questions in relation to Housing

5.6.1 Martin Brighton submitted a number of questions in relation to housing which he stated the Council had claimed it was unable to answer. He therefore asked if the Cabinet would answer the following:-

- Are there any moves to adopt the Shiregreen model, or any of its facets, and was there a separate consequential agenda on how the Council intends to

conduct its management of Council Housing and engagement with its tenants?

- What is the significance of using the Shiregreen model in the Council's short and long term plans?

- Is this Council considering any further Stock Transfers of Council Housing, in any flavour (including Gateway) for either short term or long term planning? (or are there any other funding plans for the adjacent areas?)

- Please arrange for the provision of the minutes of the meetings, and any other recorded information, that discussed and agreed the Housing and Neighbourhoods Advisory Panel (HANAP) and Area Board restrictions upon tenants (Facility for tenants to ask questions withdrawn and tenants excluded from attending HANAP as observers).

- Please arrange for the provision of the details of named sources, including advisors, from which the restrictions originated.

5.6.2 In response, Councillor Julie Dore commented that the Council always answered questions put to them. The questioner may not always like the response but questions were always answered. Councillor Jayne Dunn, Cabinet Member for Housing, added that the Council was always looking at ways of improving tenant engagement and the Safer and Stronger Communities Scrutiny and Policy Development Committee had been tasked with looking at this.

5.6.3 Councillor Dunn further commented that the Council was not considering any further Stock Transfers of Council Housing for either short-term or long-term planning. Meetings of HANAP were not public meetings and the tenants representatives who attended HANAP meetings were acting on the tenants' behalf.

5.7 Public Question in respect of Devolution

5.7.1 Martin Brighton asked would this Council please direct that the public be able to see copies of all minutes of meetings, notes, exchanged emails or other correspondence, relating to its Central Government discussions when putting into place the devolution deal for the Local Enterprise Partnership.

5.7.2 Councillor Dore commented that where it was appropriate to circulate or publish any minutes or notes these would be available on the Sheffield City Region website.

5.8 Public Question in respect of Sheffield Retail Quarter (SRQ)

5.8.1 Nigel Slack commented that, with RBS advising clients to sell everything except 'high quality bonds' and with increasing concerns over the Chinese and therefore the world economy, there was a real air, even with the Chancellor, that another disastrous crash may be on the way. With this prospect before us he asked: Is the SRQ, being a single phase development and so retail focused, still a viable proposition? How might this impact on forecasts for growth in business rates and

therefore on potential improved income through the City Region devolution deal, if it goes ahead?

5.8.2 Councillor Leigh Bramall, Cabinet Member for Business, Skills and Development, responded that if there was a crash, as Mr Slack suggested, it was inevitable that things would be affected. However, the Council was looking at phasing the Retail Quarter project. It would be more appropriate to call it a Commercial Quarter as it also contained residential and office space. The Council and partners were working hard to ensure its viability.

5.8.3 There would be some impact on business rates. However, as the Government had allocated the Capital pot for the next 30 years this would be a question that they would have to answer. With some business rates there would possibly be an impact on income. However, this question was hypothetical and business rates related to the property itself rather than the business, so income was more fixed than it may appear.

5.9 Public Question in respect of City Region Combined Authority

5.9.1 Nigel Slack stated that Councillor Julie Dore had commented, at Full Council, on the continuing uncertainty about the geographical make up of the City Region Combined Authority following the late amendment enabling two tier Councils to opt in to the 'constituent' Combined Authority without their County's approval. He therefore asked:-

What, if anything, is known about the practicalities of such a move?

What about the functions currently the role of the County (education (schools and youth services), social services, highways, fire and rescue services, libraries, waste disposal, consumer services and town and country planning)?

What are the financial implications? Will the Districts bring their share of County funds?

5.9.2 In response, Councillor Julie Dore commented that there was certainty in the original agreement in that the City Region would be receiving £30m in funding. There was also certainty at that time that there were 4 constituent members of the Combined Authority in South Yorkshire. What was not known at that stage was whether the Government would amend the Bill to allow Districts to become constituent members.

5.9.3 Shed added that when the bill went through the Districts would make their decision of whether to become constituent members or not. Councillor Dore had consistently stated that the devolution deal would involve component parts being devolved down and no powers would be ceded up to an Elected Mayor. This was an ongoing process and would evolve over time.

5.9.4 The services referred to by Mr Slack were not included in the current deal and the Combined Authority had said that it would look closely at future options as the deal evolved. The integration of health and social care through the Better Care Fund was already taking place and did not need an Elected Mayor to ensure that took place. In conclusion, Councillor Dore stated that any deal would result in

continuous improvement to deliver better services across the City Region.

5.10 Public Question in respect of Armed Police

5.10.1 Nigel Slack commented that he did not wish to see armed police on the streets of Sheffield to become familiar or normal. Therefore, was the Council able to comment on any conversation they had with the Chief Constable or the Police and Crime Commissioner (PCC) with respect to the armed Police on patrol in the City Centre over the Christmas period? Were they or the PCC consulted on the matter or was it handed down from the Home Office as a fait accompli? If so, where did this leave the so called democratic control of the Police that the PCC is supposed to represent?

5.10.2 Councillor Sioned-Mair Richards acknowledged that nobody wanted to see armed police on the streets of Sheffield. Following the Paris attacks we were now living in more uncertain times. The Police nationally had been asked to review risks in regions in relation to potential attacks and to ensure response plans were in place.

5.10.3 The Police had to ensure safety via whatever means possible. The Council had worked closely with the Police in respect of this. Councillor Richards had sent out a briefing to all Councillors so they were aware of the Police activity and Manchester and Leeds had adopted a similar approach.

5.10.4 The priority was to remain safe from terrorist activity and the Council had continued discussions with its partners in respect of this. Mr Slack was welcome to ask questions at the next meeting of the South Yorkshire Police and Crime Panel on 22 January and the meeting of the Sheffield Safer and Sustainable Communities Partnership in February. There had been no specific intelligence of a planned terrorist attack but the need to ensure safety was a priority. The Police would continue to lead on this and advise along with key partners such as the City Council. The Council's role was to support the Police to ensure the City and its citizens were as safe as can be.

5.11 Public Question in respect of Housing Revenue Account

5.11.1 Mr Page referred to paragraph 8.5 of the Housing Revenue Account report on the agenda for the meeting and a recent press release from Councillor Jayne Dunn which stated that the stock increase programme target of 1,000 new/replacement homes would be maintained despite Government funding reductions. Mr Page asked what the cost of delivering 1,000 houses would be and could these be split into new and self-built houses. He also enquired about sources of funding for these houses and asked whether this took into account changes to legislation which would result in the reduction of funding?

5.11.2 At the request of the Chair, Liam Duggan, Manager, Housing Building Plan Team, responded that the Stock Increase Programme was self-financing which meant that the new/replacement homes will fund their initial acquisition/build costs and subsequent management costs from the rent they generate over the life of the plan. Cash flow funding came from match funding, mainly receipts from the sale

of Council homes but also HCA Grant and some Local Authority resources. The remainder came from the Housing Revenue Account typically in the form of borrowing. The cost for the remainder of the Programme was around £80m.

5.12 Public Question in respect of Housing Revenue Account

5.12.1 Shirley Frost requested clarity on the specific cuts in expenditure in this year's Housing Revenue Account in the different areas.

5.12.2 Liam Duggan commented that this was difficult to quantify as some were specific revenue savings, some were changes in the periods of investment and levels of interest also affected changes in expenditure. He would do further work on this and a response would be provided to Ms. Frost.

6. ITEMS CALLED-IN FOR SCRUTINY

6.1 There were no items called-in for Scrutiny since the last meeting of the Cabinet.

7. RETIREMENT OF STAFF

The Interim Executive Director, Resources submitted a report on Council staff retirements.

RESOLVED: That this Cabinet :-

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

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
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Children, Young People and Families

Christopher Anderson	School Improvement Adviser, Healthy Schools	28
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Rosemary Pacsuta-Davies	Teacher, Netherthorpe Primary School	34
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Gillian Foster	Senior Teaching Assistant Level 3, Prince Edward Primary School	34
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(b) extends to them its best wishes for the future and a long and happy retirement; and

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

8. DISPOSAL OF LAND AT FRETSON ROAD AND QUEEN MARY ROAD

KNOWN AS MANOR SITE 8

8.1 The Executive Director, Communities submitted a report recommending the disposal of land at Fretson Road and Queen Mary Road, known as Manor 8, for a private housing development to Gleesons Development Ltd.

8.2 **RESOLVED:** That:-

- (a) the land be declared surplus to requirements;
- (b) the decision of Cabinet on 19 March 2014 be rescinded insofar as it relates to procurement of a developer for Manor 8 using the Homes and Communities Agency's Developer Panel;
- (c) the site, known as Manor 8 and identified on the plan attached to the report as Appendix B, be disposed of to Gleesons Development Ltd in the terms set out in the report and Appendix A;
- (d) authority be delegated to the Director of Capital and Major Projects, in consultation with the Executive Director, Communities to vary any boundaries or terms as required and to instruct the Director of Legal and Governance to complete the necessary legal documentation to dispose of the site; and
- (e) authority be delegated to the Director of Capital and Major Projects, in consultation with the Executive Director, Communities, to advertise the land on the open market should Gleesons and the Council have not entered into a binding contract within 12 months of this decision.

8.3 **Reasons for Decision**

8.3.1 In 2014 Cabinet gave approval to market the site, known as Manor 8, via the HCA Developer Partner Panel, however this was not successful. Prior to this Cabinet approved the disposal of the site in 2006 to Lovell Partnerships Ltd but this agreement was rescinded as Lovell were not able to progress the development due to the onset of the economic downturn and fall in the housing market. No further interest has been shown in this site by developers.

8.3.2 Gleesons Development Ltd has approached the Council with a financial offer for the site and a commitment to develop 101 family homes for sale on the open market.

8.3.3 The offer from Gleesons Development Ltd complies with the vision for the area to introduce more housing choice and increase tenure choice.

8.4 **Alternatives Considered and Rejected**

8.4.1 The site continues to be marketed via the HCA Developer Partner Panel. However this site has been available to the panel since 2014 and no interest has been received to date.

- 8.4.2 To not accept the offer from Gleasons Development Ltd. This would mean the site will remain undeveloped and the Council will continue to carry the maintenance liability for the site, forego the additional Council Tax and not have the homes the city requires.
- 8.4.3 To advertise the land on the open market for sale and consider any offers that may be received. However, as the offer from Gleasons represents the open market value for the site and no other developers have come forward over a period of time, it is not anticipated that there will be any better offers forthcoming.

9. HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN, HRA BUDGET AND RENT INCREASE 2016/17

9.1 The Executive Directors, Communities and Place and Interim Executive Director, Resources submitted a joint report providing the 2016/17 update of the Housing Revenue Account (HRA) Business Plan including a number of proposals.

9.2 **RESOLVED:** That Cabinet recommends to the meeting of the City Council on 3 February 2016 that:-

- (a) the HRA Business Plan report for 2016/17 as set out in Appendix A of the report is approved;
- (b) the HRA Revenue Budget for 2016/17 as set out in Appendix B of the report is approved;
- (c) rents for Council dwellings, including Temporary Accommodation, are reduced by 1% from April 2016 in line with the requirements of the anticipated Welfare Reform and Work Act 2016;
- (d) rents for garages and garage sites remain frozen at 2015/16 levels and not increased from April 2016;
- (e) community heating charges are not increased from April 2016;
- (f) authority be delegated to the Director of Housing and Neighbourhoods to amend the burglar alarm charge in 2016/17 in line with the costs incurred under the new contract, and that until the contract is in place and the charges are known, the burglar alarm charge remains unchanged;
- (g) the Sheltered Housing service charge which was amended in November 2015 is not increased from April 2016;
- (h) charges for furnished accommodation are not increased from April 2016;
- (i) authority be delegated to the Director of Housing and Neighbourhoods and Director of Finance, in consultation with the Cabinet Member for Housing to authorise prudential borrowing as allowed under current Government

guidelines; and

- (j) authority be delegated to the Director of Housing and Neighbourhoods and Director of Finance, in consultation with the Director of Legal and Governance and the Cabinet Member for Housing, to amend rent levels for 2016/17 in the event that the statutory requirements at the relevant time are different to those anticipated.

9.3 **Reasons for Decision**

- 9.3.1 To optimise the number of good quality affordable Council Homes in the City.
- 9.3.2 To maximise the financial resources to deliver key outcomes for tenants and the City in the context of a self-financing funding regime.
- 9.3.3 To ensure that tenants' homes continue to be well maintained and to optimise investment in estates.
- 9.3.4 To assure the long term sustainability of council housing in Sheffield.

9.4 **Alternatives Considered and Rejected**

- 9.4.1 Delays to some parts of the investment programme have been required this year to address the cash flow issue created by the rent reductions in parallel with the Government debt cap. These delays could be achieved by reducing the stock increase programme. However at a time when social housing numbers are set to reduce ever faster as a result of newly announced Government policy (extension of the Right to Buy to Housing Association tenants, sale of Vacant High Value Local Authority Housing and Pay to Stay) the funding of the stock increase programme is considered to be a high priority.
- 9.4.2 A range of savings options have been identified in order to bring expenditure down in line with the revised rental income forecasts following the rent reductions announced by Government this summer. These have been consulted on and are recommended for implementation in this report. Further savings will be needed and options will be developed in the coming months and brought forward for consultation.

(Note: This is subject to approval at Full Council at its meeting to be held on 3 February 2016 and is not subject to call-in).



SHEFFIELD CITY COUNCIL Cabinet Report

Report of: Interim Executive Director, Resources

Date: 17th February 2016

Subject: Staff Retirements

Author of Report: Simon Hughes, Democratic Services

Summary: To report the retirement of staff across the Council's various Portfolios

Recommendations:

Cabinet is recommended to:-

- (a) place on record its appreciation of the valuable services rendered to the City Council by members of staff in the various Council Portfolios and referred to in the attached list;
 - (b) extend to them its best wishes for the future and a long and happy retirement; and
 - (c) direct that an appropriate extract of the resolution now made under the Common Seal of the Council be forwarded to those staff above with over 20 years' service.
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Background Papers: None

Category of Report: OPEN

RETIREMENT OF STAFF

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

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<u>Children, Young People and Families</u>		
Marian Broadhurst	Team Manager	37
Julia Buck	Administrator, Lydgate Junior School	22
Robert Edwards	Trainer/Assessor	26
Jeanette Lipscombe	School Manager, High Green Primary School	33
Maimona Azim Malik	Senior Teaching Assistant Level 3, Whiteways Primary School	29
Susan Traynor	Cleaner, Rainbow Forge Primary School	20
Avril Young	Headteacher, Rowan School	44
<u>Place</u>		
Robert Amos	Ranger	38
Andrew Beevers	District Officer, Parks and Countryside	38
Philip Creaser	Administrative Assistant	31
Carol Cresswell	Technical Manager - Architecture	32
Richard Cubison	Senior Structural Engineer	27
Brian Curry	Assistant Manager (Operations)	29
Richard Dalgarno	Licensing Analyst and Processing Officer	38
John Earl	Environmental Enforcement Officer	28
Margaret Ibbotson	Administrative Assistant	30
Peter Mann	Senior Public Rights Of Way Ranger	41

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
Deborah Parkinson	Enforcement Officer	25
David Sowter	Senior Engineer	41
George Taylor	Environmental Health Technician	40
Diane Wombwell	Administrative Assistant	31

Resources

Catherine Flannery	Human Resources Consultant	31
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2. To recommend that Cabinet:-

- (a) place on record its appreciation of the valuable services rendered to the City Council by the above-mentioned members of staff in the Portfolios stated;
- (b) extend to them its best wishes for the future and a long and happy retirement; and
- (c) direct that an appropriate extract of the resolution now made under the Common Seal of the Council be forwarded to those staff above with over 20 years' service.

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SHEFFIELD CITY COUNCIL

Executive Report

Report of: Executive Director of Communities

Report to: Cabinet

Date: December 2015

Subject: Delegated Decisions for Housing Related Support Commissioning strategy and Budget Plan 2016 to 2020.

Author of Report: Ann Ellis

Key Decision: Yes

Reason Key Decision: Value

Summary:

In 2009 Cabinet approved a 5 year commissioning plan for Housing Related Support Services and gave delegated authority to officers in consultation with the Cabinet member for individual decisions within this overall programme. This was reaffirmed by Cabinet in the 2012 Housing Support Strategy. However, this delegation applied to a five year plan which, although now out of the five year timeframe is not yet complete.

We have now developed a high level medium term commissioning strategy for 2016 to 2020 that takes account of changes in need and resources. This report seeks approval for that new high level commissioning strategy and budget plan (which is attached at appendix A) and seeks authority to delegate the individual decision making process for the commissioning to ensure that appropriate authorities are in place to approve commissioning activities in line with the medium term commissioning strategy.

REASONS FOR RECOMMENDATIONS:

1. The previous delegated decision process set out in the 2009 to 2014 report is now out of date and therefore needs revising.
2. A number of changes to the Director Responsibilities, National and Local funding arrangements and Council Policy on what it will fund in relation to Housing Related Support Services means that a formal refresh of the delegated decision making arrangements is required.
3. A new high level commissioning strategy has been developed, which specifies a number of individual commissioning activities and individual procurements that will need to take place.
4. The overall plan needs to be approved and individual procurement decisions need to be delegated to reflect the number and speed of decisions that need to take place.
5. The delegation for decision making will need to reflect the range of individual decisions that need to be undertaken. For example, some of the commissioned support services require the use of Council housing stock, therefore these decisions need to be made alongside the Director of Housing and Neighbourhoods for the use of the housing stock.
6. Supported Housing has a complex interrelationship with housing benefit depending on who the landlord is and what conditions for residence and eligibility are fulfilled. At times this may result in subsidy loss from central government where the landlord is not a Registered Provider. (This usually affects tenants of Charities who run supported housing). Where subsidy loss is a risk the Housing Independence Service will take all steps to mitigate this risk, whilst ensuring that the best provider for people is commissioned. Where there are any implications decisions will be made in consultation with the Director of Finance.

RECOMMENDATIONS

10.0 RECOMMENDATIONS

1. That the Content of this report is noted and approval is given to the high level commissioning strategy.
2. That the Director of Commissioning be authorised to terminate contracts relevant to the delivery of the Housing Related Support Strategy and in accordance with the terms and conditions of the contracts.
3. That in accordance with the high level commissioning strategy and this report, authority be delegated to the Director of Commissioning to:
 - a. in consultation with the Cabinet Member for Health, Care and Independent Living and the Director of Commercial Services approve the procurement strategy for any service delivery during the period of the strategy;
 - b. in consultation with the Director of Commercial Services and the Director of Legal and Governance award, vary or extend contracts for the provision

- of housing related support;
- c. in consultation with Cabinet Member for Health, Care and Independent Living, the Director of Legal and Governance and the Director of Commercial Services make awards of grants.
4. That the Director of Commissioning in consultation with the Cabinet Member for Health, Care and Independent Living, the Director of Legal and Governance and the Director of Commercial Services is authorised to take such other steps as he deems appropriate to achieve the outcomes in this report.
 5. The Director of Commissioning shall only procure and award contracts for the provision of supported accommodation where the use of Council Housing accommodation is integral to the support in consultation with the Director of Housing and Neighbourhoods and where the appropriate approval for that use of the accommodation is in place.
 6. The Director of Commissioning shall only procure and award contracts for the provision of supported accommodation, where there will be implications for housing benefit subsidy loss, in consultation with the Director of Finance.

Background Papers:

Appendix A- Housing Related Support Commissioning Strategy 2016 -2020

Appendix B-Contracts List

Category of Report: Open

If CLOSED add 'Not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).'

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: Karen Hesketh
Legal Implications
YES Cleared by: David Hollis
Equality of Opportunity Implications
YES Cleared by: Simon Richards
Tackling Health Inequalities Implications
YES
Human Rights Implications
NO
Environmental and Sustainability implications
No
Economic Impact
NO
Community Safety Implications
NO
Human Resources Implications
NO
Property Implications
NO
Area(s) Affected
Citywide
Relevant Cabinet Portfolio Lead
Councillor Mary Lea
Relevant Scrutiny Committee
Health, Care and Independent Living
Is the item a matter which is reserved for approval by the City Council?
NO
Press Release
NO

REPORT TO: CABINET

1.0 SUMMARY

- 1.1 In 2009 Cabinet approved a 5 year commissioning plan for Housing Related Support Services and gave delegated authority to officers in consultation with the Cabinet member for individual decisions within this overall programme. This was reaffirmed by Cabinet in the 2012 Housing Support Strategy. However, this delegation applied to a five year plan which, although now out of the five year timeframe is not yet complete.
- 1.2 We have now developed a high level medium term commissioning strategy for 2016 to 2020 that takes account of changes in need and resources. This report seeks approval for that new high level commissioning strategy and budget plan for housing related support (which is attached at appendix A) and seeks authority to delegate the individual decision making process for the commissioning to ensure that appropriate authorities are in place to approve commissioning activities in line with the medium term commissioning plan.

2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

- 2.1 Housing Related Support Commissioning will enable the provision of a range of housing related support services to people who are at risk of losing their accommodation, require support to settle into accommodation across all housing sectors, require support to increase resilience to live independently, require support to enable recovery and prevent homelessness and unnecessary admissions to hospital, care services or other high cost statutory services. Services will reduce social isolation, reduce antisocial behaviour and will contribute towards community stability.

3.0 OUTCOME AND SUSTAINABILITY

- 3.1 The proposal enables the delivery of housing related support services for vulnerable and excluded people who need support to live independently. This will support the ambitions of the Council's *Corporate Plan 2015-18* (in particular Better Health and Wellbeing and Tackling inequalities). It also supports the priorities of the Communities portfolio– '*People Keeping Well and Strong*' and '*Resilient Communities*' by working with a wide range of people who are homeless or at risk of losing their home or their ability to live independently. These services seek to ensure that adults, young people and families, who may otherwise become accustomed to an unstable and chaotic lifestyle and be a continuing demand on a range of public services, are enabled to develop their life skills:
- to improve their health and wellbeing
 - to enable successful recovery
 - to build resilience
 - to become responsible citizens
 - to become successful tenants
 - to become successful parents
 - to disengage from antisocial behaviour
 - to access appropriate education, employment and training

4.0 MAIN BODY OF THE REPORT

4.1 Background

- 4.1.1 The Council has a number of contracts with different local and national service providers, generally charities or housing associations, to deliver a range of housing related support services including supported accommodation services in Sheffield. These services are aimed at people who lack independent living skills and the resilience to cope with negative events in life. These services prevent people falling into crisis and reduce demand for more expensive social care and health services and for statutory homeless services. The contracts for these services are managed by the Housing Independence Service (HIS) which is part of the Communities Commissioning Service.
- 4.1.2 The services commissioned to date have been guided by a five year commissioning plan which was produced in 2009 and supplemented by a four year commissioning strategy agreed in 2012. This 2009 plan is now out of date and in need of refreshing in the light of significant reductions in the commissioning budget, the impact and anticipated impact of changes in government policy and developments in Council priorities.
- 4.1.3 In 2003 The Government integrated a range of funding streams to develop a programme of diverse good quality housing related support services commissioned through the Supporting People Grant. This was a ring fenced grant which required Administrating Authorities to undertake a review of all services in the local area, to undertake a strategic needs assessment for services in the local area, to develop a local supported housing strategy and to set out commissioning intentions in a supported housing commissioning plan. The majority of services and providers that were inherited at the time had never been commissioned. Whilst some were key services developed to meet need and fill in service gaps, some were not, some were of poor standard and did not meet quality standards or provide value for money. All contracts were on a national interim rolling contract provided by government office and what followed was a large programme of reviews, closure of ineffective services and substantial work with remaining services to bring them up to the new common quality standards.
- 4.1.4 Following the comprehensive review of all local services a programme of improvements and re-reviews was put into place to ensure that all services to be given a local contract met the required Quality Framework.
- 4.1.5 A range of sector strategic reviews followed and recommendations were made to make some strategic changes and to fill gaps in client group sectors which would be the basis of a five year strategic commissioning plan.
- 4.1.6 In 2009 Cabinet approved this five year commissioning Plan which set out the Council's commissioning intentions and enabled services that had passed a quality benchmark to be given a new local contract to replace the government interim contracts. Cabinet gave delegated authority for decision making to officers in consultation with Cabinet Lead to implement that commissioning plan.
- 4.1.7 At that time the responsibility for the Housing Related Support programme (Supporting People) was within Housing Services. However, subsequent restructuring within the Council Portfolios has meant that this commissioning function

has since become the responsibility of the Commissioning Service within Communities Portfolio and the responsibility for this function has transferred to the Director of Commissioning. The Cabinet Member to be consulted is the Cabinet Member for Health, Care and Independent Living.

- 4.1.8 The Sheffield Supported Housing Strategy 2012 to 2016, approved by Cabinet in February 2012, reaffirmed the strategic commissioning plan.
- 4.1.9 In 2012, to assist the speed of this programme a four year 'procurement plan' was agreed by the Director of Commercial Services which provided a three to four year procurement plan which enabled services within this plan to be extended by waiver of standing orders to allow for the remodelling and replacement of services within the overall suite of services to be re-commissioned.
- 4.1.10 A new form of contract was developed to replace the national interim rolling contract. The new Council Contract is time limited and has provision for 6 months notice to be served within the contract period in the event of further cuts to Council funding.
- 4.1.11 The Leader's Scheme of Delegation of Executive Functions (2014) makes provision at para 2.4 that "Any current delegation of an executive function granted prior to the making of this Scheme by Cabinet, a Committee of Cabinet, an Area Committee or an individual Cabinet member (other than the Leader) shall remain in full force and effect until it is formally and specifically revoked by Cabinet, an individual Cabinet member, a Committee of Cabinet or an Area Committee as the case may be, in each case acting within the scope of their authority under this Scheme, or by the Leader."
- 4.1.12 The current delegation has not been formally and specifically revoked, however new delegations are required due to the expiry of the commissioning plan period.

4.2. **Need for change**

- 4.2.1 The 2009 and 2012 decisions and the four year procurement plan provided the tools to enable a large programme of re-commissioning, remodelling and retendering to take place.
- 4.2.2 Although the 2009 Commissioning Plan was an ambitious plan to re-commission all services, it was envisaged at the time that this could be achieved within five years, and the 2012 'procurement plan' was seen as a vehicle to help achieve this.
- 4.2.3 However, a number of other changes have taken place since the 2009 plan and the 2012 Strategy and 'procurement plan' which have resulted in delays to the overall plan and a requirement to review the delegations that were made and reissue new delegations to enable the re-commissioning to continue.
- 4.2.4 It was not envisaged at the time, that the changes to local government finance would be so severe that priorities would need to be reassessed and services more radically remodelled. In 2010 The Government removed the ring fence from the Supporting People Grant and amalgamated the funding into the Council's formula grant. With no grant conditions governing the funding available for housing related support, the programme was at greater risk of any subsequent reductions in local authority funding.

- 4.2.5 Government reduction to local authority funding was so drastic that it has had a substantial impact on the funds available for the commissioning of housing related support. As a result services have had to be considered for remodelling in a much more radical way. This has taken longer than envisaged as commissioning work was paused on a number of occasions to enable negotiations to take place with providers within their current contracts to make savings that could not wait for the re-commissioning. Further officer time has also been required to support some VCF providers to prepare organisationally for the changes.
- 4.2.6 In addition some services needed to be moved back in the procurement plan to allow for the development of a Supported Accommodation Pathway and new ICT system to be developed and implemented before a view could be taken about the requirements for homeless accommodation. During this process The Governments' Welfare Reform changes have been incrementally implemented with delays in certain areas of national decision making, resulting in a dynamic environment in which commissioners are having to work.
- 4.2.7 In 2014 The Cabinet Member for Health, Care and Independent Living approved a new charging and subsidy policy for the provision of housing related support which removed funding from subsidising long term low level services to focus the available resources on short term preventative and recovery services to those with higher levels of need.
- 4.2.8 Despite some of these issues a large number of services have been remodelled and retendered within the programme. However, there are still some areas of service that still need to be re-commissioned. As a result of the level of funding reductions remodelling has had to meet customer need most effectively by reducing funding going into organisation overheads rather than front line service delivery. This requires smaller contracts to be consolidated into fewer larger contracts, which improves value for money but also increases the individual contract values.
- 4.2.9 As there are a number of individual contracts coming to an end within the next six months decisions are required urgently to re-procure new services before some current contracts come to an end. Other contracts will need to be extended to enable some further work to be undertaken.
- 4.2.10 All of this work has been taken into account and has influenced the new Commissioning Strategy.

4.3 **New High Level Commissioning Strategy**

- 4.3.1 To continue to undertake this transformation of services within the changing environment a new high level commissioning strategy has been developed for approval. This is attached as appendix A. This includes information on local population data for older people and people with disabilities and mental health problems. It also takes into account outcomes of pilot work undertaken with hospital discharge and support for older and vulnerable adults at risk. It follows a 'Call for Evidence' exercise carried out by the Housing Independence Team and Public Health Commissioners which looked at particular issues facing young homeless people and homeless people with multiple deprivations and chaotic behaviours. The strategy explains the increase in needs of the service users and the requirement to increase and strengthen some service models to respond to the already increasing pressures

on commissioned services. It also covers the anticipated increase in demand as a result of the Welfare Reform changes and the impact of wider service changes which have uncovered more unmet need. It sets out the direction of travel for the next four to five years and the broad commissioning intentions.

- 4.3.2 The Strategy has taken account of past and ongoing consultation around service user and stakeholder needs.
- 4.3.3 The new Commissioning Strategy sets out our broad development priorities for the next four years. This is against a landscape of change on a number of fronts including changes in government led policies whose impact on this area is yet unknown. The Strategy seeks to minimise the impact of these changes on service users while ensuring there is sufficient flexibility within the component parts of the commissioning strategy to enable services to respond to the changing environment.
- 4.3.4 Below this strategy is a continuing programme of re-procurement that began in 2010 and seeks to rationalise and modernise the historic legacy of service provision in line with today's priorities and demands including the new Care Act duties.
- 4.3.5 The request for delegations is to facilitate the decisions to deliver the individual components under the high level commissioning strategy. A lot of procurement activity is required to continue with the remodelling of the whole programme some of which needs to go out to tender immediately to have new services in place, and to retender services that are now coming round for re-procurement. The Commissioning Strategy sets out a needs and gap analyses and an overall picture of services required to meet approximately 3,800 packages of support a year. The plan outlines the key priorities for these activities within a costed medium term budget.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The Service will continue to commission services within the resources available to meet strategic needs and individual decisions will be made through the delegated route agreed within this report.
- 5.2 It is important to note that the current financial environment in which these services are operating remains a challenge. This is compounded by the governments recent plans to reduce social housing rents which will impact on a supported housing providers overall ability to provide a service within their total budget. In addition, this plan does not include any uplift for inflation over the next five years and if this results in pressures not accounted for in the current financial plan proposed investments will have to be reviewed to adapt in any change in the availability of funding.
- 5.3 The total financial resource currently allocated to this commissioning activity for 2015/16 is £11,230,407 including staff budget and joint commissioning contributions to Adult Social Care and DACT. (In 2009 this investment was approximately £25,000,000 not including staff budget. Following devolvement of the learning disabilities funding the commissioning budget was £19.6m)
- 5.4 The current individual contract values vary from £46,000 per year to £705,000 per year. Over the life of a 5 year contract this would mean a contract range of £230,000 to £3,525,000.

5.5 The consolidation of smaller contracts into fewer larger ones means that the overall individual contract values have and will continue to increase as the overall investment has reduced. For example the largest planned combined contract is likely to be approximately £1.4m a year and worth £7m over 5 years.

5.6 The table below sets out the financial plan for the next five years to meet the commissioning requirements outlined in the new high level commissioning strategy and shows the changes to investment currently required to meet the new challenges outlined in the commissioning plan. For example, budget savings will be made from current generic and offender services. However, where 'over savings' have been made this has been done with the intention of reinvesting into more strategically suitable services. This will allow us to pilot a number of changes to reflect new service models to meet some of our greatest challenges from service users with multiple and complex needs, as well as new models for young people before making longer term commissioning recommendations.

Housing Independence	2015/16	2016/17	2017/18	2018/19	2019/20
PH Budget Investment	-2,375,000	-2,225,000	-2,225,000	-2,225,000	-2,225,000
staff base budget	-411,907	-411,907	-411,907	-411,907	-411,907
GF Investment	-8,443,500	-8,243,500	-8,243,500	-8,243,500	-8,243,500
Budgeted expenditure	11,230,407	10,880,407	10,880,407	10,880,407	10,880,407
Contract rolled forward inc. pilots / new investment	10,111,207	10,367,292	10,367,292	10,367,292	10,367,292
<i>Changes included in contract spend above</i>					
<i>Pilot 1 complex needs inv.</i>	<i>150,000</i>	<i>256,109</i>	<i>123,506</i>		
<i>Pilot 2 YP inv.</i>	<i>50,000</i>	<i>44,109</i>			
<i>Proposed supported accom for women</i>		<i>200,000</i>			
<i>Disinvest offenders</i>		<i>-88,218</i>	<i>-123,506</i>		
<i>Disinvest generic</i>		<i>-189,192</i>			
<i>Net change of MH re-commissioning</i>		<i>11,344</i>			
<i>Re-commissioning of OP/PDSI floating Support</i>		<i>-39,140</i>			
<i>Disinvest long term PDSI</i>		<i>-3,928</i>			
<i>Investment in ICT management</i>		<i>35,000</i>			
<i>Transfer to ASC (Extra Care)</i>		<i>30,000</i>			
Staff Spend	435,907	442,907	442,907	442,907	442,907
Procurement costs - not budgeted for	70,000	70,000	70,000	70,000	70,000
one off savings	-42,848				
Overspend/underspend	-656,141	-208	-208	-208	-208

6. LEGAL IMPLICATIONS

- 6.1 The Council has a duty under section 2 of the Care Act 2014 to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will— .
- (a) contribute towards preventing or delaying the development by adults in its area of needs for care and support;
 - (b) contribute towards preventing or delaying the development by carers in its area of needs for support;
 - (c) reduce the needs for care and support of adults in its area;
 - (d) reduce the needs for support of carers in its area.

The act specifies how that duty must be delivered both generally and in relation to individuals. Those obligations will need to be considered when commissioning under the plan.

- 6.2 The services will need to be tendered in accordance with the Public Contract Regulations 2015 which for those with a contract value over £625,000 over the life of the contract that will require procedure advertised under OJEU.
- 6.3 The Council has certain statutory duties to secure accommodation for some homeless people under part VII of the *Housing Act 1996* as amended by the *Homeless Act 2002*. This legislation requires councils to undertake enquiries where households apply for assistance.
- 6.4 Whilst there is no duty to provide ‘supported’ temporary accommodation, the accommodation must be suitable. Supported accommodation has a role to play in the range of options to meet needs.

7.0 HUMAN RESOURCE IMPLICATIONS

A small number of services commissioned within this programme are provided by Council staff. Where Council staff are affected Sheffield City Council will work within its policy and procedures relating to any employee reductions and provide all necessary support to staff. Any individual decisions to be made that affect Council staff will be made in consultation with Human Resources and the Trade Unions.

8.0 EQUALITY IMPLICATIONS

- 8.1 An Equality Impact Assessment (EIA) has been carried out for the commissioning strategy. On the whole, this strategy will have positive impacts for protected groups, in particular women, older and disabled people and young adults. The commissioning plan does not recommend ending support to any client group but it does recommend commissioning services in different ways. Each individual action within the report will have its own individual commissioning plan and EIA and will be informed by appropriate customer groups. Where ‘savings’ are identified these are ongoing savings where an EIA has already been carried out and existing EIA action plans will be reviewed.

- 8.2 Some services that will be remodelled may be seen as ‘specialist’ services. The Domestic Abuse floating support service, whilst dedicated to people at risk of domestic abuse is still a housing related support service. As other services also work with domestic abuse, consideration will be given to merging this into the homeless floating support service. This will improve consistency in terms of accessing services, e.g. access to interpreting services and homelessness advice. The specification will be robust in ensuring that the particular needs of people at risk of domestic abuse will be met.
- 8.3 All service reviews and individual EIAs will pay particular attention to relevant protected groups.

9.0 REASONS FOR RECOMMENDATIONS

- 9.1 The previous delegated decision process set out in the 2009 to 2014 report is now out of date and therefore needs revising.
- 9.2 A number of changes to the Director Responsibilities, National and Local funding arrangements and Council Policy on what it will fund in relation to Housing Related Support Services means that a formal refresh of the delegated decision making arrangements is required
- 9.3 A new high level commissioning plan has been developed, which specifies a number of individual commissioning activities and individual procurements that will need to take place.
- 9.4 The overall plan needs to be approved and individual procurement decisions need to be delegated to reflect the number and speed of decisions that need to take place.
- 9.5 The delegation for decision making will need to reflect the range of individual decisions that need to be undertaken. For example, some of the commissioned support services require the use of Council housing stock, therefore these decisions need to be made alongside the Director of Housing and Neighbourhoods for the use of the housing stock.
- 9.6 Supported Housing has a complex interrelationship with housing benefit depending on who the landlord is and what conditions for residence and eligibility are fulfilled. At times this may result in subsidy loss from central government where the landlord is not a Registered provider. (This usually affects tenants of Charities who run supported housing). Where subsidy loss is a risk the Housing Independence Service will take all steps to mitigate this risk, whilst ensuring that the best provider for people is commissioned. Where there are any implications decisions will be made in consultation with the Director of Finance.

10.0 RECOMMENDATIONS

1. That the Content of this report is noted and approval is given to the high level commissioning strategy.
2. That the Director of Commissioning be authorised to terminate contracts

relevant to the delivery of the Housing Related Support Strategy and in accordance with the terms and conditions of the contracts.

3. That in accordance with the high level commissioning strategy and this report, authority be delegated to the Director of Commissioning to:
 4. in consultation with the Cabinet Member for Health, Care and Independent Living and the Director of Commercial Services approve the procurement strategy for any service delivery during the period of the strategy;
 5. in consultation with the Director of Commercial Services and the Director of Legal and Governance award, vary or extend contracts for the provision of housing related support;
 6. in consultation with Cabinet Member for Health, Care and Independent Living, the Director of Legal and Governance and the Director of Commercial Services make awards of grants.
7. That the Director of Commissioning in consultation with the Cabinet Member for Health, Care and Independent Living, the Director of Legal and Governance and the Director of Commercial Services is authorised to take such other steps as he deems appropriate to achieve the outcomes in this report.
8. The Director of Commissioning shall only procure and award contracts for the provision of supported accommodation where the use of Council Housing accommodation is integral to the support in consultation with the Director of Housing and Neighbourhoods and where the appropriate approval for that use of the accommodation is in place.
9. The Director of Commissioning shall only procure and award contracts for the provision of supported accommodation, where there will be implications for housing benefit subsidy loss, in consultation with the Director of Finance Service.

Housing Independence

Commissioning Strategy 2016 – 2020

‘Supporting Independence’

1. Introduction

1.1 This document sets out a concise Council Commissioning Strategy for the following population groups:

- People who are homeless and need support to find housing
- People who need support to keep a roof over their heads because they are at risk of losing their home or their ability to live independently
- People who live in short- to medium-term ‘supported accommodation’ as they are not able to live independently in their own home¹

1.2 The strategy reviews current political, economic, socio-demographic and legislative drivers affecting these population groups, before going on to analyse the need for, and gaps within the supporting services currently available. The strategy concludes with some clear actions.

1.3 This strategy replaces and builds on the Commissioning Plan of 2009 and the Commissioning Strategy agreed in 2012. Both these documents are now out of date and in need of refreshing due to (a) significant reductions in the commissioning budget (44% since 2010), (b) a revised Council Corporate Plan; and (c) the impact and anticipated impact of changes in government policy such as welfare reforms.

2. Strategic Context

Council Priorities

2.1 The Council is committed to [reducing inequalities](#) in the city – a theme that features prominently in the city’s [Health and Wellbeing Strategy](#). The population groups covered by this strategy are at high risk of premature death and a range of other negative outcomes for the individual and the city.

2.2 The Council is committed to supporting people to achieve good health and wellbeing. The population groups covered by this strategy are at a particularly high risk of negative health outcomes and poor overall wellbeing. For example the recent Homeless Health Needs Assessment found that 60% of people surveyed had been told that they had a mental health problem, 49% had a long term physical health problem and 30% reported that they had suffered from depression for over 12 months.

¹ The population group covered by this strategy is not generally eligible or in receipt of support from formal social care services. This strategy does not therefore cover formal supported living schemes, e.g. for people with learning disabilities who are supported by social care services.

- 2.3 This Commissioning Strategy is also set within the context of the Communities Portfolio's priorities, particularly 'People Keeping Well', which includes a commitment to proactive outreach services for people at high risk of poor outcomes.
- 2.4 This strategy also supports and will be supported by other strategies such as the Housing Strategy, The Mental Health Strategy for Sheffield , The Domestic Abuse Strategy, The developing Homeless Strategy, developing Drug Strategy and developing Older Person's Housing Strategy.

Policy and Politics

- 2.5 Homelessness and unstable accommodation has far-reaching consequences for many aspects of an individual's life and contributes to a downward spiral in terms of socio-economic wellbeing and physical and mental health. For young people just setting out on a path into adult life the issue of homelessness can affect their future wellbeing into adulthood and throughout their lives. Young homeless people are more likely to become homeless when older, face greater difficulties finding work and establishing settled lifestyles and relationships.²
- 2.6 There is growing recognition across all political parties of the benefit of taking a more person-centred approach to supporting people; an approach that is not constrained by a single policy area, service department, specialist role, or area of statute, but by the goals of an individual or family and the barriers they face to achieving those goals. Government is buoyed by the perceived success of its 'troubled families' programme and is now keen to expand the approach to the population more widely.
- 2.7 A [recent report](#)³ provides some useful context to the national policy debate. It includes the following diagram (showing est. England population figures) to illustrate the overlap between cohorts that have typically been supported by multiple services. The report makes the point that current services are particularly poor at meeting the needs of people with significant multiple disadvantage (the 57,931 in the picture below).

² Homeless Link (2014) *Young and Homeless 2013*, p. 5. Homeless Link is a charitable company that represents at a national level organisations working with homeless people. Their role is to highlight issues faced by homeless people and influence service improvement and policy change. Their research is based on a survey of 169 homeless organisations and local authorities and includes interviews with homeless young people and staff at homelessness services.

³ Lankelly Chase 'Hard Edges' report on multiple-disadvantage



- 2.8 Taking a person-centred approach is not entirely altruistic. When people experience negative outcomes they often require a significant level of public service and investment. For example, some members of the population groups covered by this strategy use A&E services up to 20 times per year, require expensive medical treatment for conditions arising from self-neglect, are regularly arrested or detained by the police, and will make little if any financial contribution to public services through the taxation system.
- 2.9 Sheffield City Council has been at the forefront of innovative work on person-centred care – for example leading practice development with its ‘Successful Families’ programme, and implementing integrated early intervention and prevention services for the elderly and frail delivered jointly by the Council, Primary Care, and the voluntary and community sector (VCF) sector (Keeping People Well).
- 2.10 Many of the services currently commissioned for the population groups discussed at paragraph 1.1 started out as part of the [Government’s ‘Supporting People’ Programme](#) launched in 2003. This programme championed a cross-disciplinary, person-centred approach to support services; an approach that is now very much back in vogue (“*putting those who need support at the heart of the programme*”).

Economic

- 2.11 The Government’s austerity programme has driven reductions in funding in this area of 44% since 2010-11 (from £19.6m to £10.8m to date). The Council has responded by consolidating services, prioritising those most at risk of negative outcomes and removing rolling subsidies for long-term supported accommodation. Services are continually under review to ensure that changes don’t result in detrimental impact on particular priority vulnerable groups.
- 2.12 There have been a raft of changes to welfare arrangements in recent years and further changes are imminent as the Government looks to make further reductions in spending on welfare.
- 2.13 Changes so far include the widespread use of benefit sanctions, the ‘bedroom tax’ and the capping of Housing Benefit. Universal Credit, which will be introduced in

Sheffield in January 2016, will pose a particular challenge for people with chaotic and unstable lifestyles.

- 2.14 The introduction of Universal Credit will also have significant implications for the Council. Higher levels of Housing Benefit towards the cost of supported housing schemes(*for most of what we deliver internally.*) will no longer be able to be claimed. In future, benefits for housing costs will be paid directly to the tenant and if the Council charges the levels of rent required to run these services, Council tenants will be affected adversely by the benefits' cap and property size criteria ('bedroom tax')⁴ which makes direct provision more challenging. Other options for the provision and management of temporary accommodation are currently being considered as part of the temporary accommodation review which will feed into future commissioning considerations.
- 2.15 Forecasters suggest that provisions in the Government's Welfare Reform and Work Bill, such as the potential removal / reduction of Housing Benefit entitlement from people aged under 25, will significantly increase the pressures on people at risk. At the same time registered providers ((housing associations) who provide much of the supported accommodation and Councils who provide much of the longer term tenancies for this client group will be coping with the impact of reduced rents and the extension of the 'right to buy' to social housing.
- 2.16 Further financial announcements by the current government such as the 1% funding reduction for four years for social housing may also have an impact on the affordability of models of some of the supported housing schemes. We do not yet know the full impact of this recent announcement. We also need to understand the impacts of further announcements made in the Autumn Statement which could have further but as yet unspecified impacts on the funding of supported housing.

Socio-demographic

- 2.17 Homeless people die significantly earlier than the general population. The life expectancy of a person with a history of entrenched homelessness is 43 years for a woman and 47 years for a man.⁵
- 2.18 The Council has just conducted a 'Call for Evidence: Preventing and Responding to Homelessness' to elicit the views of researchers, practitioners and service users in response to three specific questions concerning: – the most effective means of preventing homelessness, meeting the needs of entrenched homeless people with the most complex difficulties and the needs of young homeless people (16 /17 year olds in particular). The report has produced a number of interesting ideas, some of which are new to Sheffield. These will be given our full consideration and where appropriate will feed into future commissioning. One of the most striking and

⁴ The benefits' cap, property size criteria and direct payments will be unaffected where the landlord is a registered provider of social housing (housing association) or a charity (in some circumstances).

⁵ *Homelessness: A silent killer*, A research briefing on mortality amongst homeless people (December 2011). Joint paper produced by the University of Sheffield and Crisis.

persistent themes concerned the importance of psychological and mental health interventions alongside practical help for people to improve their outcomes.

- 2.19 Sheffield has a larger proportion of older people than most core cities and in the last ten years the number of people aged over 85 has increased by 139%. Over the coming years that figure is expected to rise, with the projection of an additional 6,000 people aged over 65 by 2020. People are living longer with long term conditions. Levels of emergency hospital admissions and inappropriate attendances at A&E in Sheffield are higher than the national average and Sheffield spends an unsustainable amount of money on high level older people's care and support services.
- 2.20 In 2014-15, 1,134 people in housing related support services were identified as having a support need relating to drug and/or alcohol issue. Of these people, 157 were aged over 50 years, 46 over 60 years and 4 over 75 years.

Legislative

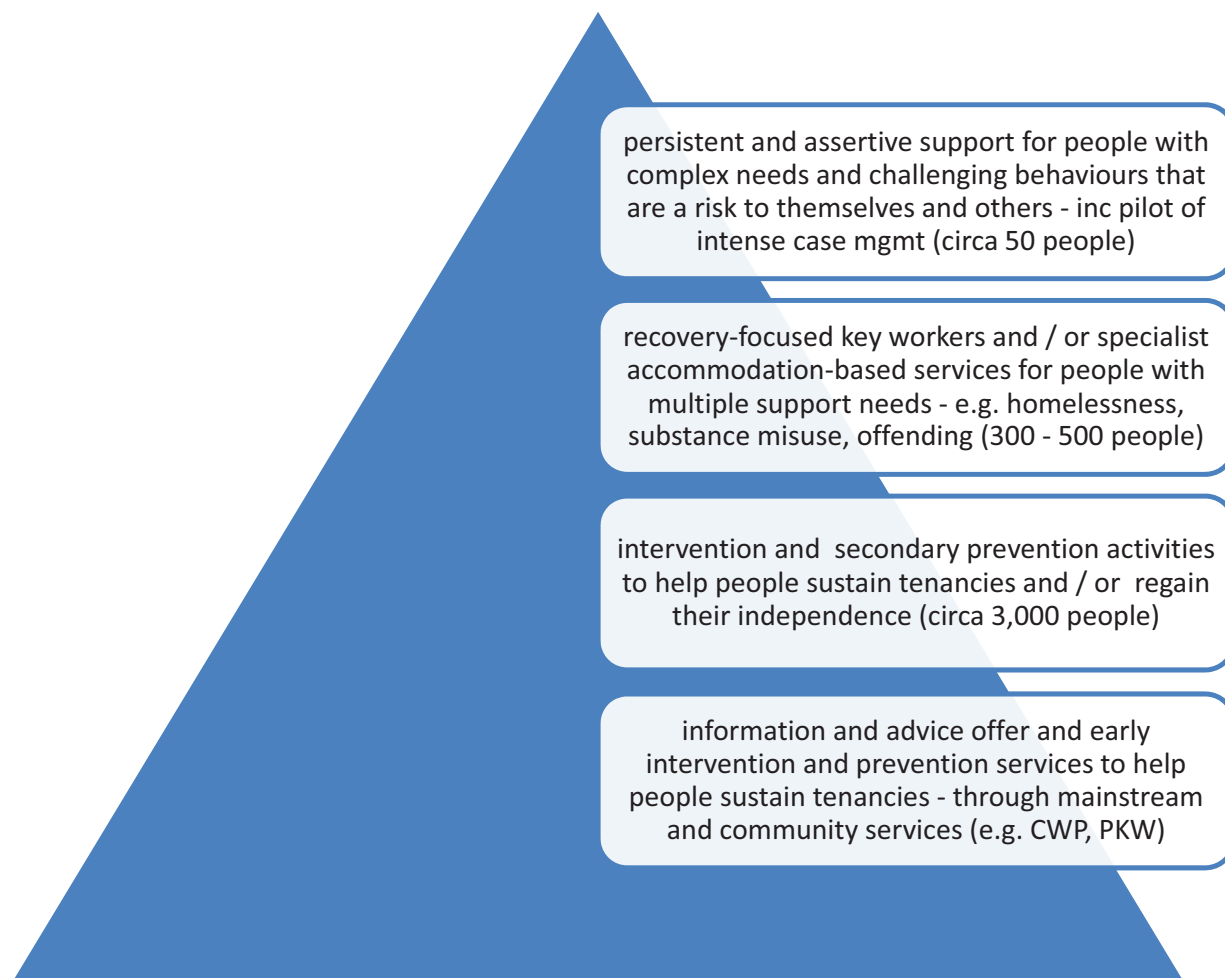
- 2.21 If the Council have reason to believe that an applicant may be homeless or threatened with homelessness, they must also decide if they also have reason to believe that the applicant may be eligible for assistance and have a priority need for accommodation. If there is reason to believe the applicant meets these criteria, Councils have an immediate duty to ensure that suitable accommodation is available until they complete inquiries and decide whether a substantive duty is owed under Part 7 of the Housing Act 1996
- 2.22 There is an element of interpretation in these judgements that are guided by a Code of Guidance produced by the DCLG and precedent set by a large raft of case law. Many homeless people are still not owed a duty to accommodate but will still be entitled to advice and assistance on their housing options.
- 2.23 The Council has a duty under section 2 of the Care Act 2014 to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will contribute towards preventing or delaying the development by adults in its area of needs for care and support and reduce the needs for care and support of adults in its area.

3. Strategic Outcomes

- 3.1 The strategic outcomes that will guide this strategy are set out below:
- Help more people and families to live independently, safely and well in their own homes – with secure and sustained tenancies
 - Help people identify their health conditions & needs, access services and secure improvements (including supporting recovery)
 - Recognising and addressing social determinants of need and promoting wellbeing (i.e. financial exclusion, unhealthy housing conditions, long term unemployment)

- Prevent more people from becoming homeless and from entering into a cycle of repeat homelessness
- Reduce the number of the target population living on the streets and in temporary accommodation
- Reduce unplanned and regular use of emergency and crisis services such as A&E and the Police
- Reduce demands on public services more widely (e.g. Social Care, Courts, Prisons, Council Housing Solutions)
- Reduce anti-social behaviour, arrears and unrecoverable debt
- Develop and implement new person-centred approaches to support and recovery, that enable the delivery of cost effective and efficient support
- More socially excluded people in a position where they are able to access education, training and employment and meet their full potential and aspiration

3.2 The strategy for meeting these outcomes is summarised very briefly below.



4. Current position

4.1 It is important to stress that many of the providers of support and services in this area are charitable organisations who **combine Council and other public funding** with **significant charitable funding** to provide services and support. For example

Council investment of £585,000 into two housing related support services provided by a local young person's charity attracts an additional £149,000 of charitable donations plus approximately 34,000 volunteer hours a year which is the equivalent of at least two full time extra posts. In many cases therefore the Council is a *contributor* to the work of these organisations and this means more flexible procurement and contract management approaches are required.

- 4.2 Currently the Council has specific contracts with 21 different providers for 40 housing-related support services for the population groups covered by this strategy. These range from residential hostels and accommodation-based services to 'floating support' services, which are preventive outreach services to help resettle people or assist them to stay at home and maintain a tenancy. A breakdown of the current services including numbers of people supported per year is included at Appendix B.
- 4.3 The introduction of the Housing Support Pathway (HSP)⁶ in December 2014 has rationalised access to supported accommodation. All accommodation referrals now come through a single gateway. This allows access to these services to be prioritised and controlled by Housing Solutions.
- 4.4 All people to whom the Council owes a statutory duty under homeless legislation are referred to an appropriate service. Those who have supported accommodation needs but no statutory duty are prioritised according to whether they also have other issues such as mental health, substance misuse, etc. This threshold can be raised or lowered depending upon the capacity of the service provision. Current practice means that those with the most complex needs are prioritised and some people with less complex needs are not offered a service.
- 4.5 Only 17% (about 1 in 6) people who currently present as homeless are owed a full duty (see breakdown below). The full duty to accommodate can be in any tenure and does not have to be a secure tenancy or a supported tenancy. The reality of the situation is that many people who are homeless (including those to whom we do not owe a duty) do not have the skills to live independently and a small proportion is very difficult to accommodate, even in the short term.
- 4.6 There are also a small number of people to whom the Council has either discharged a temporary duty or does not owe a full duty to, but because of their needs present considerable cost to wider public services and are at significant risk to themselves and others.
- 4.7 In 2014, 2,145 homeless presentations were made to the Council.⁷

The table below shows the decisions made under the legislation broken down under five headings. 446 of these households were owed a duty to place into temporary accommodation and 373 were owed a full duty to secure accommodation. The

⁶ A system for assessing and matching eligible clients to appropriate services via the Council's Housing Solutions Service. The system uses an IT database that records and measures client data.

⁷ Information from OHMS Sheffield.

table below gives a breakdown of the 1,302 formal decisions made on these presentations.⁸

2014	Total
(a) eligible, unintentional, priority	373
(b) eligible, intentional, priority	77
(c) eligible, homeless, not priority	515
(d) eligible, not homeless	316
(e) ineligible households	21
Total	1,302

A significant number of other households who presented will have been accommodated directly into supported accommodation as an alternative offer if this was more appropriate.

- 4.8 A snap shot of the statutory homeless status of households in supported accommodation units in September 2015 shows that of the 662 households accommodated, 118 of these have got a statutory homeless case. 80 households have been placed as a 'relief' to their homelessness meaning that they were unable to prevent homelessness but assisted to secure accommodation, even though the Council was under no statutory obligation to do so.
- 4.9 Referrals to floating support services are not limited to access via the Housing Support Pathway. Eligibility is based on the individual's risk of losing their home or their independence, or their need for resettlement to ensure they sustain a new tenancy. Referral relationships have been developed with hospital discharge facilitators and other community staff (including housing staff) to enable support to get to who needs it. For example, 'floating support' often supports a swift return home from hospital for older and disabled people.
- 4.10 Just over 3,800 people sought support in 2014-15 including single people and families. The people accessing support are mainly:
- Homeless people
 - Young people aged up to 25 years and older people aged 55 and over
 - People with mental health issues
 - People with an offending history
 - People with a history of substance misuse
 - People with complex needs and chaotic lifestyles
 - Women and families who have experienced domestic abuse
 - Older people struggling to maintain their home, move home or return home from hospital

⁸ From Sheffield PIE returns to Government 2014.

4.11 The support provided by current services is holistic – designed to focus on the individual not a specific policy or service area. Support typically covers things like:

- practical matters such as budgeting, dealing with debts, managing utilities and repairs, accessing furniture, etc.
- accessing routes into education, training and employment
- accessing primary health care and specialist services such as those dealing with substance misuse, mental health, etc.
- raising people’s self- esteem and confidence
- building successful relationships with families and friends
- being a good neighbour and avoiding anti-social behaviour
- settling and engaging in community life including volunteering, social and leisure activities

4.12 It is important to recognise that these services interact and are supplemented by formal health and care services such as drugs treatment, counselling, medication, and therapeutic services; as well as information and advice services (e.g. ‘Sheffield Advice’), and significant voluntary and charitable support (e.g. for rough sleepers).

Determinants of need

4.13 The reasons why people have a need for support services relating to their housing are many and varied and often involve a combination of issues. Significant numbers of the people supported have had unstable lives since childhood and struggle to maintain independent living. For example, there is a strong association between adult homelessness and time spent in local authority care as a child.

4.14 The most common single presenting cause for supported housing is relationship breakdown. This includes fall-outs between partners and between parents and children. In the case of young people it may involve the introduction into a single parent household of a new partner. Other contributing factors include:

- domestic abuse and other forms of harassment
- problems with mental and physical health
- personality disorders and antisocial behaviour
- low level learning disability / learning difficulty
- low level literacy, numeracy and educational attainment,
- worklessness
- imprisonment
- dependency on drugs or alcohol

The recently completed Homeless Health Needs Audit sheds additional light on the issues and will be used to inform policy priorities going forward.

4.15 People who need support are generally referred through the Housing Support Pathway⁹ (which in the case of floating support is managed by the individual provider) to the service considered most appropriate to meet their needs. The types of service include:

- Services offering short-term supervised residential accommodation for example in a hostel or refuge,
- Services offering short-term supported housing in single and shared flats, bedsits and houses at addresses around the city where people are able to address some of their support needs and develop independent living skills prior to move-on,
- Floating support services focuss on both prevention and resettlement. These services work with service users in their own homes to assist recovery and build resilience. They enable people to retain their homes preventing them from becoming homeless or moving into high level health or social care services. They resettle people stepping down from high support services to independent living and people resettling after a period of homelessness or time spent in an institution such as a hospital or prison.

Market

4.16 Current services are delivered by a mix of providers. A small number of services are provided in-house, however the majority are provided by Housing Associations / Registered Providers (RPs) or local and national charitable organisations. There is a long established market both locally and nationally within the VCF/RP sector which has a track record of experience and expertise.

The Shelter floating support service picked up the case of an elderly constituent referred by an MP who was an owner occupier living in very poor circumstances with no heating, running water or functioning bathroom. They raised £6,768 from various charities and he now has running water, a full central heating system, a shower and a working toilet. They are continuing to work with him to address some minor repairs and other support needs.

4.17 Many VCF/RP providers deliver significant additionality. For example, by sourcing funding to provide complementary services, fundraising for group activities, accessing trust funds on behalf of service users, and running volunteering programmes to engage local people with service users.

4.18 For example, in 2014-15, one of our providers provided 1,507 hours of additional volunteer help as part of its floating support services, as well as bringing in almost a quarter of a million pounds of charitable funding. Similar additionality is brought to other services by other providers.

⁹ A system operated by the Council's Housing Solutions Service for assessing and matching eligible clients to appropriate accommodation services. The system uses an IT database that records and measures client data.

5. Needs and Gap Analysis

Overall

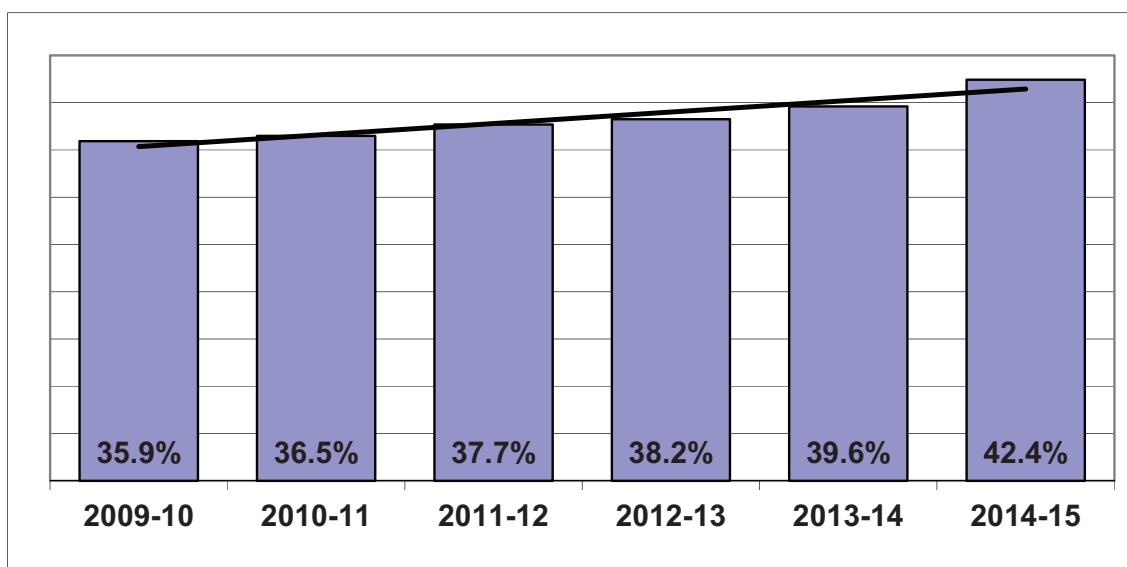
- 5.1 Supported accommodation services are demand led and susceptible to fluctuations in the economy and housing market. Local support services are well established and operate at capacity.
- 5.2 In October 2015 there were approximately 200 people waiting for a housing support service (accommodation and floating .) It is not easy to estimate unmet need other than by reference to demand because a great deal of homelessness is hidden – e.g. ‘sofa surfers’ and people living in high cost / high support accommodation, who would be able to move-on if appropriate provision was available.
- 5.3 In 2013-14 an assessment was made using a tool developed by HGO consultancy which brings together a number of proxy indicators. This identified an undersupply of around 3,000 units of support across all client groups with short term needs. Whilst this could never be an accurate position given the range of proxy indicators it can be accepted as an indicator only for the need for more provision.
- 5.4 In recent years, rates of homelessness have risen across the country overall, although conversely in Sheffield the number of homeless presentations has fallen. The reasons for this are not fully understood, but may in part be down to the range of housing-related support services on offer and the refocussing of these support services over the last three years towards targeting homeless prevention; and the Council’s Homeless strategy and delivery with partners which has seen the refocus from statutory assessments to better prevention and redirection into supported housing. However, the Homeless Health Needs Audit has found that across a range of measures, Sheffield’s homeless population do not have significantly different needs to the homeless populations across 35 other areas in the Country. As such there is some possible risk that this pattern may change.
- 5.5 The introduction of the Building Successful Families Service is also likely to have had an impact as this service addresses many of the determinants discussed above. It is assumed that presentations will stabilise or continue a downward trend but this is not guaranteed and may be affected by some of the changes to government policy (e.g. welfare reform discussed from paragraph 1).
- 5.6 A number of other public services are improving their ‘outreach’ services in a way that could lead to increased demand for floating support services. For example, in the south east of the city the Council Housing Service has been piloting a ‘Housing+’ scheme with the intention of eventual roll out to other areas. This is a new way of working with Council tenants, who are showing signs of getting into difficulties with their tenancy, to prevent escalation and avoid eviction. Tenants identified as ‘at risk’ are assisted to address the causes of their difficulties and to engage with appropriate support services.
- 5.7 In the Housing+ pilot area cases referred to the city-wide Shelter floating support services rose from 50 in 2013-14 to 267 in 2014-15. Whilst this will not all be a

result of Housing+ (referrals have also increased as a result of the increased deployment of Community Support Workers), it does demonstrate collaborative working between services with positive results for people who might otherwise have got into serious difficulty and may even have lost their tenancies.

5.8 These interventions also reduce the budget pressures on the Council created by arrears and unpaid rent and Council Tax. However, it also suggests that when Housing+ and other outreach services are extended across the city, the demand for floating support services is likely to rise significantly as more clients are identified and referred. Based on the experience in the south east to date the increased demand could be as high as 500%. This kind of increase is clearly not sustainable and we would need to explore other options for funding or delivery of support.

Increasing complexity of need

Needs levels of service users in housing related support services



5.9 Individuals' support needs are assessed and classified on entry into service under 17 headings against which outcomes are measured when they complete their support plan. The table above shows the average number of needs per service user over the last six years based on the 17 different needs.

5.10 While homeless presentations may be falling, monitoring data collected from existing services shows that people are presenting with a greater number of needs. This trend has continued over the last few years.

5.11 The comparison shows a steady increase in the breadth of needs presented by people entering service. These are likely to be conservative figures as not all needs are identified at initial assessment. Among the needs identified are some that may be enduring factors in people's

More than half the offenders in prison experience common mental health problems such as depression and anxiety, very often linked to issues such as a history of family poverty, family breakdown and substance misuse. ([Offenders, Positive Practice Guidance](#) (IAPT: January 2009). Two-thirds of women prisoners show symptoms of disorders such as depression, anxiety and phobias (Together Women Project factsheet).

lives. Monitoring evidence shows that in 2014-15 of the 3,871 clients in service:

- 49% had needs associated with their mental health,
- 59% had needs associated with their physical health,
- 29% had needs associated with substance misuse,
- 55% had needs associated with self-harm, harm from others and harm to others,
- 21% had dual diagnosis needs (mental health and substance misuse). This is a 50% increase over the last 3 years.

Demographics

- 5.12 Just over three-quarters (79%) of homeless *presentations* are single people, of which 52% are men. Whilst the largest number of presentations are from applicants aged between 25 and 46 (56%) young people between the age of 18 to 24 account for 28% of the all ages total. Early intervention with this age group is critical.
- 5.13 The data collected by HSP provides an unprecedented opportunity to evaluate the take-up of existing services, to identify gaps and to chart the progress of clients in service. It is enabling a better understanding of numbers circulating around services and where some of the waiting list pressures occur. This is already informing more intelligent commissioning going forwards and further analysis of the data to identify trends and study outcomes is a priority.
- 5.14 Access and monitoring data and serious incident reporting has assisted the identification of between 20 and 30 people whose complex needs, chaotic lifestyles and ambivalence to engaging with mainstream services present a significant challenge and render them virtually unplaceable in existing services. These people often fall through the net of adult social care as their individual needs do not make them FACs eligible although they are extremely vulnerable to entrenched rough sleeping and early death. The behaviours of these people have a considerable impact on resources including the Council's Housing Solutions Service, provider services and emergency services such as A&E departments and the Police. Services are not currently working for this group – we need to try something different.
- DC is a single man with a history of violence, alcohol use and rough sleeping. He is 62 and suffering from life threatening chronic health problems as a result. He lost his temporary accommodation as a result of his behaviour and the Council has no further statutory duty towards him. DC is known to have used A&E 22 times while homeless and was admitted to hospital 5 times in one year at a cost of £10,562. In the 5 months since he has been in a supported housing service he has made only 1 visit to A&E.*
- 5.15 Just under a half (46%) of people using housing-related support services are women¹⁰. Just over a third (36.5%) of people who approached Housing Solutions for accommodation in 2014-15 were women (including single women with children).

¹⁰ Monitoring data for 2014-15 and data from HSP for all people in service on 28th September 2015 shows a consistent percentage of 46%.

- 5.16 We currently have some women only accommodation for single women under 25, but for those aged over 25 there is no single gender accommodation other than the women's domestic abuse refuge. Supported accommodation for some women with higher needs is provided by the Salvation Army Hostel and 911 Project but these offer services for women within mixed and predominantly male environments.
- 5.17 While some women benefit from these services there are serious concerns about their appropriateness for very vulnerable women or women with very complex needs who may have experienced cycles of abuse. Evidence from studies of homeless women show that women tend to contact services at a later stage than men and when their problems have become severe and enduring¹¹.
- 5.18 It is common for women who become homeless to have experienced abuse from someone they know¹². The evidence suggests that services that work well for women at risk are usually integrated, holistic women-only services that take women's lives, relationships and trauma histories seriously and foster women's self-esteem and problem solving abilities¹³. Although numbers are fewer than men, women can be more difficult to support for these reasons. Same sex accommodation along-side therapeutic interventions appears to have the biggest impact on empowering women to break away from damaging lifestyles. Supported accommodation needs of women in this group require further consideration and the service offer probably needs to be enhanced.

Mental Health

- 5.19 Mental health is a support need present in many cases. There is a strong association between homelessness and mental health issues, and offending and mental health issues. People referred to housing-related support services are often not managing their mental health successfully. This concerns not only people who suffer from low mood and depression but people with significant psychiatric diagnoses and chronic long-term mental illnesses.
- 5.20 The Mental Health Needs Index indicates that Sheffield has a 15% higher admission rate for severe mental health problems than England as a whole and a higher premature mortality rate.¹⁴ Support services also work with numbers of people diagnosed with conditions such as 'personality disorder' or dual diagnosis, whose behaviours present a challenge to Services. This is a common thread through many 'Serious Incident' investigations concerning service users.

¹¹ Alexia Murphy St Mungos Guardian March 2014

¹² CRESR 92006) homeless women: still being failed but striving to survive

¹³ McNeish & Scott, *Women and girls at risk: Evidence across the life course*, Key Messages from the Review, (DMSS Research: 4 August 2014) p. 8.

¹⁴ Sheffield Joint Strategic Needs Assessment Report 2013

Substance Misuse

- 5.21 Just over nine per cent of people in alcohol treatment services commissioned by the Drug and Alcohol Commissioning Team (DACT) are aged over 60. Only 2.2% of opiate users in drug treatment services are aged over 60 but there is an upward trajectory in age and levels of physical disability in those under 60 so this figure is likely to rise over time. The group of older people with the most complex needs are those with poly-substance misuse and physical health issues in long term treatment. This is usually more for harm minimisation than actual recovery. Longer term support as part of a harm minimisation programme is increasingly needed for this client group.
- 5.22 The floating support services include provision aimed specifically at older people. Embedding a preventative and reablement approach to help people stay healthier for longer and avoid earlier use of health and care services is increasingly important. In 2014-15, 1,290 clients were supported by the older people's floating support services. If the forecast population increase is correct, services will need to support an additional 85 people by 2020 to retain the current level of service provision.
- 5.23 In general available information indicates that there is an undersupply in most areas of housing-related support. Demand is unlikely to decrease and will probably increase as a result of the impact on poverty and deprivation of cuts to public services, the challenging economic climate and government social and housing policy.

General needs and impacts of other policies

- 5.24 The types of need and the breadth of needs presented by service users create challenges for short-term service providers who are expected to achieve positive support outcomes within a period which may be as short as 6 months. There is flexibility to extend support periods in exceptional cases but extending support periods reduces turnover and thus capacity. If, as this trend suggests, support periods might usefully be extended to address the fact that increased numbers of service users have an extensive range of support needs, more units of support will need to be commissioned to retain capacity. We need to be more flexible about service duration but this will reduce capacity.
- 5.25 The upward trend in numbers of individuals presenting with extensive support needs is unlikely to reverse in the short and medium term – particularly given the government's programme of austerity measures, which are expected to have a proportionately greater impact on those people who are the most socially and financially excluded and most dependent on public service.¹⁵
- 5.26 The full impact of these policies on services for people at risk and homeless people will not be known until the legislation is enacted. However, mapping floating support services (i.e. people being supported in their own homes) shows a close correlation

¹⁵ 'Housing Needs of Homeless People with complex needs in Stoke on Trent' Dr Kesia Reeve, Dr Stephen Green and Elaine Batty

between take-up of these housing-related support services and the Index of Multiple Deprivation. It is reasonable to assume that people who become clients of housing related support services are likely to be adversely affected by cuts in welfare provision. They are more likely to experience financial exclusion and therefore face greater risks of losing their home, as well as other factors associated with multiple deprivation including poor health, low educational and economic achievement and low life expectancy.

- 5.27 The response to the Council's 'Call for Evidence: Preventing and Responding to Homelessness' has some striking and consistent themes – including the importance of psychological interventions alongside practical help people achieve better outcomes. We need to make sure this is factored into our commissioning and partnership with the CCG.
- 5.28 A recent [Kings Fund report](#) identified housing deprivation and employment as being key factors underlying entrenched health inequalities. We need to explore how housing and employment support can be better integrated around the needs of the individual.

Immediate Service Issues

- 5.29 There are some immediate issues with current service delivery that need to be address during the period covered by this strategy. These are discussed below.
- 5.30 We recognise that we rely too much on hostel and shared housing provision for young people, which can be detrimental to the development of some homeless young people, particularly 16 to 19 year olds. We are currently assessing whether a Night Stop / Supported Lodgings approach would work better for this population group. This would involve developing a nurturing offer to homeless young people by recruiting volunteer hosts who accommodate young people in their own homes. This approach, which is used elsewhere in the country, would involve volunteer hosts going through a DBS disclosure and full relevant training. They would then be supported throughout the placements and debriefed after each hosting. A business case is being developed to do this immediately. Children, Young People and Families Service will be part of the steering group to oversee the pilot.
- 5.31 We know that we do not have enough provision for single people with multiple and complex needs and chaotic lifestyles, particularly on a longer term basis for those older adults with entrenched lifestyles. There are new approaches being tested in some parts of the country based on a 'Housing First ' model that has been successful in America. The model has yet to be fully validated in Britain and is not considered to be a quick fix but may work for some individuals for whom other options have failed. We want to pilot new ways of working (which might include a Housing First Approach) to provide a local evidence base before committing to any longer term commissioning. For such an approach to be successful it requires strong and robust delivery partnerships across services to be in place.
- 5.32 Some of the buildings used for temporary accommodation for homeless families (which are owned by the Council and managed in house or leased to a registered

provider) are of a poor quality and were only ever intended for short term use. New better quality capacity may need to be developed. Options for future provision including any requirement for new capital development will be explored following the Review of Temporary Accommodation.

- 5.33 A further temporary accommodation scheme for single people is also struggling as a result of its design. It is housed in a block of flats, and, while the quality of the accommodation is good, the design makes it difficult to support the client group. Options for new capital development temporary or supported accommodation for single people will be considered along with new medium term models of service provision following both the temporary accommodation review and the review of supported housing for homeless people.

6. Commissioning Plan 2016-20

- 6.1 Since the previous commissioning plan and the current Sheffield Supported Housing Strategy 2012-16 were produced, a number of 'legacy' services¹⁶ which were in existence at the start of the Supporting People Programme have been remodelled and re-commissioned. Mental health and older people's service have been remodelled to place a greater emphasis on supporting step down from hospital or higher level care and building resilience to prevent admission to higher level and costly care services. All services have been refocused to work with people with short-term needs and a considerable amount of cost reductions have been made. We will continue to review and re-commission services that have not been retendered recently.
- 6.2 The data being provided by the HSP system means that we are learning a lot about the flows through and round support services. Early work with the NHS has also enabled us to identify people that are in or have been through support services that have a significant personal impact on health services. Some of the early learning from this work has influenced this strategy, but we will inevitably identify new trends and issues over the coming year.
- 6.3 Given this, and the unknown impact of the major changes to the welfare system, we need to make sure that our commissioning in this area remains flexible and responsive to changing needs. This will influence the nature of our contracts with providers, and our internal decision-making and governance arrangements.

Guiding principles

- 6.4 The principles listed below, and the context and needs analysis above will guide our strategy for the next 4 years.
- Continue to develop pilot projects to explore **new and innovative ways** of responding holistically to the needs of individuals
 - Strong focus on **prevention, early intervention and building resilience**
 - **Prioritise primarily according to need** (whilst meeting statutory responsibilities)

¹⁶ Offenders, mental health, domestic abuse, drug and alcohol and some young people's services.

- **Support recovery**
- **Utilise evidence** gathered from customer and stakeholder consultation and the ‘Call for Evidence: Preventing and Responding to Homelessness’ to ensure that services commissioned best meet the needs and aspirations of the people supported¹⁷
- Continue to work with Lifelong Learning and Skills and other partners to ensure that **access to employment, education and training is embedded** in future service specifications as appropriate
- Continue to seek opportunities for joint commissioning with other Council services and external partners to ensure support is person-centred, eliminate duplication and achieve best value for money – recognising that **housing support services in the future will rely on contributions from organisations** that benefit from them

7. Commissioning action plan 2016-20

Support	Activity	Outcomes
Homelessness	<ul style="list-style-type: none"> • Enhance and re-commission the rough sleeper service and homeless hostel provision. • Retender homeless floating support services integrating a number of separate contracts. • Enhance the service offer for homeless women, particularly women with complex needs. • Implement appropriate changes to temporary accommodation following the review. • Following a review remodel temporary accommodation services in the medium term which may include working with Housing Associations to prioritise the replacement of Temporary Accommodation buildings that do not meet required standards. • Ensure that information from both the Call for Evidence and the Health Needs audit are captured in the specifications for services. 	<ul style="list-style-type: none"> • Reduced numbers of this group living on the streets. • Reduced unplanned and regular use of emergency services such as A&E and the Police. • Reduced demands on public services such as the Courts, Prisons, Council, Housing Solutions, etc. • Appropriate models of temporary accommodation in place to meet statutory homeless duties. • Support ‘recovery’ and enhanced health outcomes.
High Support and Complex	<ul style="list-style-type: none"> • Review and appraise the options for sustaining the High Support Service 	<ul style="list-style-type: none"> • Families able to function successfully and sustain

¹⁷ HIS in collaboration with partners in Public Health has recently conducted a ‘Call for Evidence: Preventing and Responding to Homelessness’ to elicit views based on experience, knowledge, information and practice. Responses were forthcoming from a range of professionals and academics involved in the homeless field both locally and nationally. Their responses highlight some common themes which will be used to inform future commissioning of homeless support services.

Needs	<p>taking into account the Council's rent requirements and the impact of the government's welfare reform plans.</p> <ul style="list-style-type: none"> • Re-commission the small provision we have for high and complex needs single people. • Pilot and develop new enhanced models of support for homeless people with severe and complex needs to tackle service gaps and meet statutory duties. • Further consideration of the need for long-term multiple support solutions for vulnerable adults with complex needs who cannot live unsupported. 	<p>their tenancies.</p> <ul style="list-style-type: none"> • Reduced anti-social behaviour, arrears and unrecoverable debt. • Reduced pressure on existing services unable to cope with this group. • Excluded and chronically ill rough sleepers are accommodated safely. • Alternative models of service delivery explored and piloted to the most vulnerable and at risk adults.
Domestic Abuse	<ul style="list-style-type: none"> • Re-commission refuge provision in line with existing plans. • Review the model and location of Sanctuary Service and floating support service to develop a range of offers. 	<ul style="list-style-type: none"> • People at risk of domestic abuse are protected and supported to move on from abusive relationships.
Older People and People with Disabilities and Sensory Impairments	<ul style="list-style-type: none"> • Retender existing floating support services for older people and people with disabilities and sensory impairments to create a merged service in line with a new service specification, and increase number of units of service where there is need. • Appraise options for continuing the health and wellbeing handyperson service and procure. 	<ul style="list-style-type: none"> • Older people enabled to live independently in their own homes. • Reduced admissions to more expensive services such as residential care or hospital. • Reduced demand on health and social services. • People discharged from hospital successfully and in a timely way.
Offenders	<ul style="list-style-type: none"> • Review and consider need and impacts of how we reduce housing-related support services in line with planned reductions in the 2010 business case and subsequent contract. 	<ul style="list-style-type: none"> • Planned commissioning in accordance with need and resources available.
Substance misuse	<ul style="list-style-type: none"> • Undertake a review to consider exercising the option to extend the current services in line with the contract, including the use of the 	<ul style="list-style-type: none"> • Planned commissioning in accordance with need and resources available.

	building provision.	
Young People	<ul style="list-style-type: none"> • Focus the approach on maintaining young people within the family home where it is safe to do so. • Work with an experienced provider of Nightstop and Supported Lodgings to pilot the feasibility of developing a scheme in Sheffield. • Remodel the range of existing provision and clarify the role of hostel accommodation. • Consider flexibility in terms of service duration for young people. • Develop collaborative pathways that ensure access to opportunities for education, practical training and employment. 	<ul style="list-style-type: none"> • Reduced future demand on welfare benefits, health and social services. • Young people engaged and functioning as full members of society. • Young people enabled to make a successful transition to adulthood.
All services	<ul style="list-style-type: none"> • Work with Public Health and CCG to identify the therapeutic interventions that will be of most use to client groups and promote this with service providers. • Continue to work within a joint commissioning framework where relevant. • Respond appropriately to the findings of the Homeless Health Needs Audit. • Continue to analyse data from the new ICT system and feed into individual commissioning plans • Undertake service user consultation and EIA on each review / commissioning plan. 	<ul style="list-style-type: none"> • Service users offered additional support to address psychological as well as practical needs. • Services are integrated into a range of pathways and compliment agendas. • Services supporting homeless people are able to enhance their chances of improving their health and wellbeing.

8. Implementation

8.1 Individual service redesign or developments described in this plan will be undertaken by Housing Independence Staff as business as usual. This will include consultation with service users and other stakeholders to influence service design, resource planning in line with agreed overall expenditure and business planning in line with timetables within the procurement plan.

8.2 Commissioning activity will be monitored by the Supported Housing Implementation Group.

Appendix A.

Five year budget profile

Housing Independence	2015/16	2016/17	2017/18	2018/19	2019/20
PH Budget Investment	-2,375,000	-2,225,000	-2,225,000	-2,225,000	-2,225,000
staff base budget	-411,907	-411,907	-411,907	-411,907	-411,907
GF Investment	-8,443,500	-8,243,500	-8,243,500	-8,243,500	-8,243,500
Budgeted expenditure [cash limit]	-11,230,407	-10,880,407	-10,880,407	-10,880,407	-10,880,407
<i>Proposed changes...</i>					
Contract Spend Rolled Forward plus pilots	10,111,207	10,367,292	10,367,292	10,367,292	10,367,292
<i>Proposed investment pilot 1 and longer term investment High Needs</i>	150,000	256,109			
<i>Proposed investment pilot 2 YP</i>	50,000	44,109	123,506		
<i>Proposed supported accommodation for women</i>		200,000			
<i>Proposed disinvestment reduction pro rata from Oct. offenders</i>		-88,218	-123,506		
<i>Proposed disinvestment from generic</i>		-189,192			
<i>Net change to Mental Health services following re-commissioning</i>		11,344			
<i>Re-commissioning of OP/PDSI services to form single service.</i>		-39,140			
<i>Disinvestment in long term PDSI service 2015/16 (full year effect)</i>		-3,928			
<i>Investment in bringing the management info up to date. HIST</i>		35,000			
<i>Transfer of funding to Adult Social Care (Extra Care) (full year effect)</i>		30,000			
Staff spend	435,907	442,907	442,907	442,907	442,907
Procurement costs - not budgeted for	70,000	70,000	70,000	70,000	70,000
one off contract savings	-42,848				
Overspend / underspend	-656,141	-208	-208	-208	-208
contract overspend/ underspend	-750,141	-101,208	-101,208	-101,208	-101,208
staff overspend / underspend	24,000	31,000	31,000	31,000	31,000
other costs (e.g. procurement, legal etc)	70,000	70,000	70,000	70,000	70,000

External Organisation Name	Name/Title of Contract	Purpose of the Contract	Client Sector	Annual Value of Contract	Contract Start Date	Contract End Date
Target and Action for Safer Communities	Supported Housing for Offenders	Temp supported housing for homeless offenders, rehabilitation and resettlement ready for independent living 6mth term	Community Safety	£ 705,744	03/11/2014	02/11/2016
DISC	Housing Related Floating support for those with Drug and Alcohol support needs	Housing support in clients home for people with drug and/or alcohol problems	Community Safety	£ 348,500	20/06/2013	19/06/2016
DISC	Supported Housing Hostel for those with Alcohol support needs (TG)	Hostel accommodation support for those who have alcohol problems but have been through rehab / or stopped drinking	Community Safety	£ 188,022	14/10/2013	13/10/2016
SARAS	Supported Housing Refuge Provision for Domestic Abuse	Homeless temp accom (refuge) for women and children homeless due to DA. Linked to Homeless duty	Domestic Abuse	£ 350,000	01/04/2014	02/10/2016
Sheffield City Council	Housing Related Support Sanctuary Scheme for Domestic Abuse	Target hardening scheme to improve safety features in home where risk of DA	Domestic Abuse	£ 45,968	01/04/2013	31/03/2016
South Yorkshire Housing Association	Supported Housing for those with Multiple and Complex needs (Nine One One Project)	Supported accommodation for single people with multiple needs with history of homelessness	Generic / Complex Needs	£ 404,029	01/04/2014	02/10/2016
South Yorkshire Housing Association	Supported Dispersed Housing with Transitional Landlord Service for homeless people (Thursday Project)	Temporary supported license for hard to accommodate homeless people. Trainer properties where tenant can remain without support once developed skills and paid arrears.	Generic / Complex Needs	£ 331,184	01/12/2014	30/11/2017
South Yorkshire Housing Association	Supported Dispersed Housing for homeless people (Clusters)	Accommodation support to range of homeless people with support needs, usually higher needs.	Generic / Complex Needs	£ 172,327	01/04/2013	31/03/2016
Nomad Opening Doors	Housing Related Floating Support for vulnerable people in Burngreave/Page Hall (Burngreave Tenancy Support Scheme)	Housing related support to vulnerable people living in Burngreave / Page hall areas of city	Generic / Complex Needs	£ 189,192	01/04/2013	02/10/2016
Shelter Ltd	Housing Related Floating Support for Homeless Families	Supports vulnerable homeless families to move out of temporary accommodation and settle in own accommodation and neighbourhood	Homeless	£ 251,742	01/04/2013	02/10/2016
Shelter Ltd	Housing Related Floating Support Citywide Homeless Prevention & Resettlement Service	Prevents households from becoming homeless and provides resettlement service to single people who have been homeless into own accommodation	Homeless	£ 530,000	29/04/2012	02/10/2016
Action Housing and Support	Housing Related Floating Support for Action Against Domestic Abuse of All Forms (A.D.A.F)	Housing related support to women at risk of homeless due to domestic abuse or who need support to resettle after period of homelessness due to DA. Women at Risk of Domestic Violence	Domestic Abuse	£ 150,000	01/04/2014	02/10/2016
Places for People - Individual Support	Supported Temporary Housing for Homeless Families (WL)	Temp Supported Housing for Homeless Families.	Homeless	£ 59,231	01/04/2013	02/04/2017

External Organisation Name	Name/Title of Contract	Purpose of the Contract	Client Sector	Annual Value of Contract	Contract Start Date	Contract End Date
Places for People - Individual Support	Supported Temporary Housing for Single Homeless (VC)	temp supported housing for single homeless	Homeless	£ 132,251	01/04/2013	03/07/2016
South Yorkshire Housing Association	Supported Temporary Housing for Homeless Families (DV)	Temp Supported Housing for Homeless Families.	Homeless	£ 87,493	01/04/2013	02/04/2017
South Yorkshire Housing Association	Supported Temporary Housing for Homeless Families (CB)	Temp Supported Housing for Homeless Families.	Homeless	£ 127,622	01/04/2013	02/04/2017
Turning Point Services Ltd	Housing Related Outreach Support for Rough Sleepers	Support to rough sleepers and those at risk of rough sleeping	Homeless	£ 175,760	01/04/2013	02/04/2017
Sheffield City Council	Private Rented Solutions Service	In-house funding to extend access to private sector to single people not in priority needs group, alternative to social housing	Homeless	£ 55,000	01/04/2013	31/03/2016
Sheffield City Council	Supported Housing and Outreach Support for Families with High Needs	Family Intervention Service accommodation based to restrain families committing anti social behaviour	Homeless	£ 185,224	01/04/2013	31/03/2016
The Salvation Army	Supported Housing Hostel for Homeless people (CF)	Hostel for homeless	Homeless	£ 325,668	01/04/2013	05/06/2016
St Anne's Shelter & Housing Action	Supported Housing Hostel for Homeless men (BC)	Hostel for homeless men and supported flats attached to Hostel for homeless men	Homeless	£ 382,147	01/04/2013	03/07/2016
Creative Support	Supported Housing for those with Mental Health Problems (S)	Supported housing for people with mental health problems	Mental Health	£ 159,809	15/05/2015	14/05/2018
South Yorkshire Housing Association	Housing related support for those with mental health (Connect 3)	Support for those with mental health problems, floating support, accommodation and transitional landlord elements.	Mental Health	£ 386,583	03/08/2015	02/08/2018
South Yorkshire Housing Association	Supported Housing Hostel for those with Mental Health Problems (BR)	Supported housing for people with mental health problems	Mental Health	£ 165,241	03/08/2015	02/08/2018
Sheffield City Council	Housing Related Floating Support for those with Mental Health problems	Housing related support service for people with mental health problems in own homes.	Mental Health	£ 365,946	01/04/2013	31/03/2016
Yorkshire Housing Foundation	Health & Social Care Handyperson Service	Part subsidised handy person service for poorer home owners	Older People	£ 60,000	02/03/2011	31/03/2016
Yorkshire Housing Foundation	Sheffield StayPut Home Improvement Agency	Contribution towards Home Improvement administration costs to support older owner occupiers with a range of housing needs	Older People	£ 71,448	01/04/2013	31/03/2016

External Organisation Name	Name/Title of Contract	Purpose of the Contract	Client Sector	Annual Value of Contract	Contract Start Date	Contract End Date
South Yorkshire Housing Association	Housing Related Floating Support for Older People in North West Sheffield (Support 55)	short term housing support to maintain independence and assist hospital discharge where there is a housing issue	Older People	£ 478,884	01/04/2013	02/10/2016
Age UK	Housing Related Floating Support for Older People in South East Sheffield	Short term housing support to maintain independence and assist hospital discharge where there is a housing issue	Older People	£ 382,945	01/04/2013	02/10/2016
Shelter Ltd	Housing Related Floating Support for Older People in South West Sheffield	Short term housing support to maintain independence and assist hospital discharge where there is a housing issue	Older People	£ 373,068	01/04/2013	02/10/2016
Sheffield City Council	Housing Related Floating Support for those with Physical and/or Sensory Impairments	Short term housing support to maintain independence and assist hospital discharge where there is a housing issue	PDSI	£ 204,243	01/04/2013	02/10/2016
Roundabout Ltd	Supported Housing Hostel for Young People (SB)	Hostel for young homeless people 16+	Young People	£ 284,648	01/04/2013	02/10/2016
Cherrytree Support Services Ltd	Supported Housing Hostel for Young People (C)	Hostel for young homeless people 16+	Young People	£ 314,176	01/04/2013	02/10/2016
Young Womens Housing Project	Supported Housing Hostel for Young Women	Supported housing for sexually abused young women	Young People	£ 160,888	01/04/2013	02/10/2016
Sheffield YWCA	Supported Housing Hostel for Young Women (PH)	Hostel for young homeless people 16+	Young People	£ 169,493	01/04/2013	02/10/2016
Business Partnership (Sheffield Foyer)	Supported Housing Foyer for Young People (Sheffield Foyer)	Supported housing for young people with training attached	Young People	£ 263,578	01/04/2013	02/10/2016
Central UK	Supported Dispersed Housing for Young People	Housing related support for young people and young parents in dispersed supported housing	Young People	£ 485,000	02/02/2015	01/02/2018
Roundabout Ltd	Housing Related Floating Support for Young people (Supporting Tenants)	Housing related support for young people in their own homes at risk of homelessness or with a resettlement need	Young People	£ 255,000	01/12/2014	30/11/2017

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Cabinet Report

Report of: Laraine Manley

Report to: Cabinet

Date: 17th February 2016

Subject: Voluntary Sector Grant Aid Budget 2016-17

Author of Report: Alex Shilkoff, 0114 27 35140

Key Decision: YES

Reason Key Decision: Expenditure over £500,000
Affects 2 or more wards

Summary:

The purpose of this report is to seek approval for recommended investment in the voluntary and community sector for 2016/17 from the Council's Grant Aid Budget. This budget is subject to approval of the Council budget for 2016/17 to be adopted at Council on 4th March 2016.

The proposed Grant Aid budget for 2016/17 is £1,663,730.

Voluntary Sector Grant Aid is split into two funds -

- Lunch Clubs Small Grants Fund
- Voluntary Sector Grants Fund (three themes)
 - Tackling Poverty and Financial Exclusion

- Supporting the Voluntary Sector to thrive and deliver
- Promoting Social Inclusion and Justice

It is proposed that the Grant Aid Budget is allocated in the following way between funds

Lunch Club Fund	£147,000
Voluntary Sector Grants Fund	£1,516,730
Total Grant Aid	£1,663,730

Following the decision made by cabinet in February 2014 a review of the Council's Grant Aid criteria and processes has been taking place along with a wider assessment of how the Council invests in the Voluntary, Community and Faith (VCF) Sector. Work has been progressed in line with the cabinet report in 2015 but will not be completed until May 2016. This will mean the launch of a new grant regime in summer 2016.

See table at Appendix 4 for information about work completed and work planned.

Due to the whole of the review not being completed in 2015 it is proposed to extend the existing grant aid arrangements into financial year 2016/17. It is proposed to launch a new grant fund to replace the Voluntary Sector Grants Fund, following consultation with the VCF sector, which will include revised funding priorities. It is envisaged the new fund will open for applications in summer 2016 for funding that will commence in April 2017. This will therefore give all parties ample time to adapt to the new arrangements in time for April 2017.

In order to allow this work to progress throughout 2016 it is proposed that all the existing Voluntary Sector Grants Fund Funding agreements will be extended for a further 12 months up to 31st March 2017, to all existing grant recipients, by means of Variation Agreements to their existing funding agreement. Awards in 2015-16 were Variation Agreements of the original awards made for the period 1st April 2014- 31st March 2015

All but one of grant awards in the 12 month extension period will be the same value as the previous 12 month award.

Sheffield Citizens Advice and Legal Centre received some 2016/17 funds in 2015/16 to progress, in a timely manner, service improvement plan work for the advice service. Therefore, it is proposed that in 2016/17 Sheffield Citizens Advice and Legal Centre will receive proportionately less money to take into account this advance payment in 2015/16.

The funded outputs and outcomes of the grant to Young Women's Housing project will be reviewed during the year to take account of any changes to service delivery as a result of the planned re-tendering of the Housing Independent Service (HIS) contract in 2016-17.

Applications to the Lunch Club Fund have been invited as per the usual grant cycle for Lunch Club Grants.

The Council's Voluntary Sector Grant Aid budget is managed by the Voluntary Sector Liaison Team that forms part of Libraries & Community Services, which is part of the Communities portfolio.

Reasons for Recommendations:

The allocation of this funding to preventative services will fundamentally contribute to the Values, Priorities and Strategic Outcomes of the Council's Corporate Plan 2015-18. In particular -

Priorities

- Tackling inequalities
- Better health and wellbeing
- In-touch organisation

In addition, the allocation of this funding will contribute to the Fairness Commission's recommendations around -

- Health & Wellbeing for All
- Fair Access to High Quality Jobs and Pay
- Fair Access to Benefits and Credit
- Housing and a Better Environment
- A Safe City
- What Citizens and Communities can do

Recommendations:

	<p>Cabinet is asked, having had due regard to the provisions of Sections 149 and 158 of the Equality Act 2010 and Section 17 of the Crime and Disorder Act 1998, and to the issues raised by those provisions, to approve the grant agreement extension recommendations listed in Section 4 of this report, and detailed further in Appendix 1.</p>
	<p>Cabinet is asked to endorse the Voluntary Sector Grants Fund grant agreement extension process described in Appendix 2 and to approve the actions, arrangements and recommendations at Sections 4 and 11, and the following specific delegations:-</p> <p>The Executive Director of Communities is authorised:-</p> <p>(a) to administer the Lunch Clubs Small Grants Fund as described in Appendix 1;</p> <p>(i) to agree the terms of and authorise the completion of all funding agreements, including amendments to the terms of any existing grant funding agreements, relating to grants made from the Lunch Clubs Small Grants Fund and the Voluntary Sector Grants Fund, together with any other associated agreements or arrangements that they may consider appropriate, provided that if the terms of a proposed funding agreement or amendments to the terms of an existing agreement involve the variation of any standard terms previously agreed by Internal Audit and / or Legal Services the agreement shall not be completed without the consent of the Chief Internal Auditor and the Director of Legal and Governance;</p> <p>(ii) where (a) a change of circumstance affects the ability of an organisation to deliver the purpose of the grant awarded, (b) the Executive Director of Communities considers the performance of the organisation to be below an acceptable standard or (c) an organisation has breached any of the award conditions contained in their funding agreement, to review, adjust or suspend grant awards;</p> <p>(b) The Executive Director of Communities, in consultation with Cabinet Member for Communities and Public Health, is authorised:-</p> <p>to agree the amounts, purposes and recipients of any individual grants</p>

(i)	awarded in year from the Grant Funds including any additional sums received or returned or unpaid funds
(ii)	where (a) a change of circumstance affects the ability of an organisation to deliver the purpose of the grant awarded or (b) the Executive Director of Communities considers the performance of the organisation to be below an acceptable standard or (c) an organisation has breached any of the award conditions contained in their funding agreement, to withdraw grant awards.
(iii)	to allocate any other additional sums that may be received in year from other parts of the Council or other partners as part of the Council Grant Aid process to fund local voluntary sector activity

Background Papers:

February 2014 Voluntary Sector Grant Fund Cabinet Report

February 2015 Voluntary Sector Grant Fund Cabinet Report

Category of Report: OPEN

If CLOSED add 'Not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).'

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: Richard Jones
Legal Implications
YES Cleared by: Sarah Bennett
Equality of Opportunity Implications
YES Cleared by: Simon Richards
Tackling Health Inequalities Implications
YES Cleared by: Stephen Horsley
Human Rights Implications
NO Cleared by:
Environmental and Sustainability implications
NO Cleared by:
Economic Impact
NO Cleared by:
Community Safety Implications
NO Cleared by:
Human Resources Implications
NO Cleared by:
Property Implications
NO Cleared by:
Area(s) Affected
All Wards
Relevant Cabinet Portfolio Lead
Cllr Mazher Iqbal
Relevant Scrutiny Committee
Safer & Stronger Communities
Is the item a matter which is reserved for approval by the City Council?
NO
Press Release
YES

1.0 Summary

1.1	The purpose of this report is to seek approval for recommended investment in the voluntary and community sector for 2016/17 from the Council's Grant Aid Budget. This budget is subject to approval of the Council budget for 2016/17 to be adopted at Council on 4 th March 2016.						
1.2	The proposed Grant Aid budget for 2016/17 is £1,663,730.						
1.3	<p>Voluntary Sector Grant Aid is split into two funds -</p> <ul style="list-style-type: none"> • Lunch Clubs Small Grants Fund • Voluntary Sector Grants Fund (three themes) <ul style="list-style-type: none"> - Tackling Poverty and Financial Exclusion - Supporting the Voluntary Sector to thrive and deliver - Promoting Social Inclusion and Justice <p>It is proposed that the Grant Aid Budget is allocated in the following way between funds</p> <table border="1" data-bbox="430 1031 1321 1129"> <tr> <td>Lunch Club Fund</td> <td style="text-align: right;">£147,000</td> </tr> <tr> <td>Voluntary Sector Grants Fund</td> <td style="text-align: right;">£1,516,730</td> </tr> <tr> <td>Total Grant Aid</td> <td style="text-align: right;">£1,663,730</td> </tr> </table>	Lunch Club Fund	£147,000	Voluntary Sector Grants Fund	£1,516,730	Total Grant Aid	£1,663,730
Lunch Club Fund	£147,000						
Voluntary Sector Grants Fund	£1,516,730						
Total Grant Aid	£1,663,730						
1.4	<p>Following the decision made by cabinet in February 2014 a review of the Council's Grant Aid criteria and processes has been taking place along with a wider assessment of how the Council invests in the Voluntary, Community and Faith (VCF) Sector. Work has been progressed in line with the cabinet report in 2015 but will not be completed until May 2016. This will mean the launch of a new grant regime in summer 2016.</p> <p>See table at Appendix 4 for information about work completed and work planned.</p>						
1.5	<p>Due to the whole of the review not being completed in 2015 it is proposed to extend the existing grant aid arrangements into financial year 2016/17. It is proposed to launch a new grant fund to replace the Voluntary Sector Grants Fund, following consultation with the VCF sector, which will include revised funding priorities. It is envisaged the new fund will open for applications in summer 2016 for funding that will commence in April 2017. This will therefore give all parties ample time to adapt to the new arrangements in time for April 2017.</p> <p>In order to allow this work to progress throughout 2016 it is proposed that</p>						

	<p>all the existing Voluntary Sector Grants Fund Funding agreements will be extended for a further 12 months up to 31st March 2017, to all existing grant recipients, by means of Variation Agreements to their existing funding agreement. Awards in 2015-16 were Variation Agreements of the original awards made for the period 1st April 2014- 31st March 2015</p> <p>All but one of grant awards in the 12 month extension period will be the same value as the previous 12 month award.</p>
1.6	<p>Sheffield Citizens Advice and Legal Centre received some 2016/17 funds in 2015/16 to progress, in a timely manner, service improvement plan work for the advice service. Therefore, it is proposed that in 2016/17 Sheffield Citizens Advice and Legal Centre will receive proportionately less money to take into account this advance payment in 2015/16.</p>
1.7	<p>The funded outputs and outcomes of the grant to Young Women’s Housing project will be reviewed during the year to take account of any changes to service delivery as a result of the planned re-tendering of the Housing Independent Service (HIS) contract in 2016-17.</p>
1.8	<p>Applications to the Lunch Club Fund have been invited as per the usual grant cycle for Lunch Club Grants.</p>
1.10	<p>The Council’s Voluntary Sector Grant Aid budget is managed by the Voluntary Sector Liaison Team that forms part of Libraries & Community Services, which is part of the Communities portfolio.</p>

2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

2.1	<p>The grants recommended in Appendix 1 of this report will continue to support activities and services that will directly benefit a wide range of vulnerable local citizens. Beneficiaries from the grant agreement extension recommendations in Appendix 1 will include the following groups of vulnerable local people –</p> <ul style="list-style-type: none"> • Those in need of advice and advocacy services • Households in financial need • Older people • Homeless people • Adults with limited mobility who are unable to get out and
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	<p>about to engage in activities and services</p> <ul style="list-style-type: none"> • Ethnic minority women • Refugees, asylum seekers and new arrivals • Mental health service users • Street drinkers • Young women <p>Organisations awarded an extension to their grant agreement will be asked to monitor service use, to provide a diversity profile of their service users and report how they manage their user consultation and involvement.</p>
2.2	<p>The majority of the grant agreement extension recommendations in Appendix 1 will encourage significant opportunities for local people to contribute to the wellbeing of their communities by engaging in volunteering. They will support organisations providing quality training and the opportunity to gain experience that will enhance volunteers' skills and employability.</p>
2.3	<p>The grant agreement extension recommendations in Appendix 1 will enable local people to engage in active citizenship as trustees and management committee members shaping and guiding the development of these organisations and the services they provide.</p>
2.4	<p>The majority of the grant agreement extension recommendations in Appendix 1 will provide employment opportunities for local people by helping to sustain organisations that employ paid staff.</p>
2.5	<p>The Lunch Club fund, a distinct fund within the Council's Grant Aid Budget is an amount used to provide grants to a network of local lunch clubs. The majority of lunch clubs are small self-help groups run entirely by volunteers that encourage older people to participate in a range of activities that reduce social isolation and promote health and wellbeing in older age. A lunch club review in 2015 highlighted that –</p> <ul style="list-style-type: none"> • Lunch clubs have a preventative role and can help delay the need

	<p>for costly social care packages</p> <ul style="list-style-type: none"> • Lunch clubs are a cost effective way of helping to tackle social isolation of older people • Almost 2,000 older people aged 65+ attend lunch clubs, of which 55% of members are aged over 80 years of age, receiving almost 70,000 hot meals • 653 people are involved in volunteering at a lunch club and between them contribute 63,500 hours a year • There is a social return of £3.35 for every £1 invested.
2.6	<p>Also in 2015 Lunch Clubs have been supported through the fund to get to grips with allergen regulations, insurance compliance, recruiting new members and volunteers, and hosting creative and stimulating activities.</p>

3.0 OUTCOME AND SUSTAINABILITY

3.1	<p>The allocation of this funding to preventative services will fundamentally contribute to the Priorities of the Council's Corporate Plan 2015-18. In particular -</p> <p><u>Priorities</u></p> <ul style="list-style-type: none"> • Tackling inequalities • Better health and wellbeing • In-touch organisation
3.2	<p>Since 2013 Sheffield City Council has been responsible for the delivery of Public Health priorities in the city, including tackling health inequalities.</p> <p>In terms of current Public Health priorities the proposals would particularly support improvements for Sheffield people relating to:</p> <ul style="list-style-type: none"> • Access to Services; helping those with the greatest needs access

	<p>services</p> <ul style="list-style-type: none"> • Social and economic factors; particularly supporting people into education • Mental Wellbeing; especially helping reduce isolation and improve people's sense of control
3.3	<p>In addition, the allocation of this funding will contribute to the Fairness Commission's recommendations around -</p> <ul style="list-style-type: none"> • Health & Wellbeing for All • Fair Access to High Quality Jobs and Pay • Fair Access to Benefits and Credit • Housing and a Better Environment • A Safe City • What Citizens and Communities can do
3.4	<p>The Voluntary Sector Grants Fund grant agreement extension recommendations in this report will fulfil a number of functions, including providing core funding to sustain VCF organisations where alternative income streams are not available and enabling organisations to lever in other funding.</p>
3.5	<p>Based on monitoring returns for 2014-15 it is estimated that the activity delivered by organisations recommended for funding by the Voluntary Sector Grant Fund will be enhanced by approximately 800 volunteers giving 34,580 hours per year. If all volunteers were paid the minimum wage this would equate to £232,000 per year.</p> <p>Monitoring of the Lunch Club Fund in 2014-15 demonstrates that Lunch Clubs 653 volunteers give 63,500 hours per year. If these volunteers were paid at minimum wage level this would equate to £425,000 per year.</p>
3.6	<p>Whilst the Voluntary Sector Grants Fund grants are being continued organisations will be encouraged to continue to build on last year's achievements and this will be reflected, where appropriate, in revised outputs and outcomes in their Variation Agreements; as well as a</p>

	challenge to continue to make efficiency savings and change their operations in order to remain sustainable.
3.7	The Council's Grant Aid compliments the Council's development of an Equality Hubs Network for individuals and groups, who belong to a community of identity (COI) specifically identified as protected characteristics within the Equality Act 2010 who are currently under-represented in existing voice and influence arrangements.

4.0 FULL PROPOSAL

4.1	The purpose of this report is to seek approval for recommended investment in the voluntary and community sector for 2016/17 from the Council's Grant Aid Budget. This budget is subject to approval of the Council budget for 2016/17 to be adopted at Council on 4 th March 2016.						
4.2	The proposed Grant Aid budget for 2016/17 is £1,663,730.						
4.3	<p>Voluntary Sector Grant Aid is split into two funds -</p> <ul style="list-style-type: none"> • Lunch Clubs Small Grants Fund • Voluntary Sector Grants Fund (three themes) <ul style="list-style-type: none"> - Tackling Poverty and Financial Exclusion - Supporting the Voluntary Sector to thrive and deliver - Promoting Social Inclusion and Justice <p>It is proposed that the Grant Aid Budget is allocated in the following way between funds</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Lunch Club Fund</td> <td style="text-align: right;">£147,000</td> </tr> <tr> <td>Voluntary Sector Grants Fund</td> <td style="text-align: right;">£1,516,730</td> </tr> <tr> <td>Total Grant Aid</td> <td style="text-align: right;">£1,663,730</td> </tr> </table>	Lunch Club Fund	£147,000	Voluntary Sector Grants Fund	£1,516,730	Total Grant Aid	£1,663,730
Lunch Club Fund	£147,000						
Voluntary Sector Grants Fund	£1,516,730						
Total Grant Aid	£1,663,730						
4.4	<p>Following the decision made by cabinet in February 2014 a review of the Council's Grant Aid criteria and processes has been taking place along with a wider assessment of how the Council invests in the Voluntary, Community and Faith (VCF) Sector. Work has been progressed in line with the cabinet report in 2015 but will not be completed until May 2016. This will mean the launch of a new grant regime in summer 2016.</p> <p>See table at Appendix 4 for information about work completed and work</p>						

	planned.
4.5	<p>Due to the whole of the review not being completed in 2015 it is proposed to extend the existing grant aid arrangements into financial year 2016/17. It is proposed to launch a new grant fund to replace the Voluntary Sector Grants Fund, following consultation with the VCF sector, which will most likely include revised funding priorities. It is envisaged the new fund will open for applications in summer 2016 for funding that will commence in April 2017. This will therefore give all parties ample time to adapt to the new arrangements in time for April 2017.</p> <p>In order to allow this work to progress throughout 2016 it is proposed that all the existing Voluntary Sector Grants Fund Funding agreements will be extended for 12 months up to 31st March 2017, to all existing grant recipients, by means of Variation Agreements to their existing funding agreement. Awards in 2015-16 were Variation Agreements of the original awards made for the period 1st April 2014- 31st March 2015</p> <p>All but one of grant awards in the 12 month extension period will be the same value as the previous 12 month award.</p>
4.6	<p>Sheffield Citizens Advice and Legal Centre which received some 2016/17 funds in 2015/16 to progress in a timely manner service improvement plan work for the advice service. Therefore, it is proposed that in 2016/17 Sheffield Citizens Advice and Legal Centre will receive proportionately less money to take into account this advance payment in 2015/16.</p>
4.7	<p>The funded outputs and outcomes of the grant to Young Women's Housing project will be reviewed during the year to take account of any changes to service delivery as a result of the planned re-tendering the Housing Independent Service (HIS) contract in 2016-17.</p>
4.8	<p>Applications to the Lunch Club Fund have been invited as per the usual grant cycle for Lunch Club Grants.</p>
4.9	<p>The proposal and recommendations within this report have been submitted to the Cabinet Member for Public Health and Equality. The original arrangements that this report seeks to extend were approved by the Grants Awards Recommendation Panel, which was made up of the Cabinet Member for Public Health and Equality, his advisors and the Head of Libraries & Community Services. Details of the whole process used to come to this proposal and recommendations can be seen in Appendix 2.</p>

4.10	<p>Lunch Clubs Small Grants Fund - The purpose of this fund is to promote the Council's strategy to support the independence, health and wellbeing of older people by making available a fund offering grants to lunch clubs. Further details on this fund can be seen in Appendix 1. The Grants Awards Recommendation Panel proposes that £147,000 is allocated to a Lunch Clubs small grants fund.</p>
4.11	<p>Voluntary Sector Grants Fund – this fund has three themes</p> <p>a) <u>Tackling Poverty and Financial Exclusion</u>– this theme focuses on providing city-wide Advice. It is proposed that £876,000 is allocated to Sheffield Citizens Advice and Law Centre.</p>
b)	<p><u>Supporting the Voluntary Sector to thrive and deliver</u> - This theme supports city-wide VCF infrastructure activity that ensures -</p> <ul style="list-style-type: none"> i) Local voluntary and community sector groups and organisations are able to access advice and support to develop their skills and capacity and are able to improve their prospects of developing and maintaining a diverse funding base so that they function effectively in line with best practice. ii) Local voluntary and community sector groups and organisations are able to recruit the volunteers they need and to develop their skills and knowledge to manage volunteers to best practice standards. iii) The actions from the recent Lunch Club Review continue to be taken forward so that the groups operate safely and effectively, provide high quality activities for their members and are part of a thriving network that is well informed, responsive to changing needs and sustainable for future generations. <p>In 2014-15 three organisations came together to make a single joint application to address points (i) and (ii). It is proposed that funding for 2016-17 is awarded to these organisations to continue this work. It is proposed allocating £140,800. This will be split as follows -</p>

	<ul style="list-style-type: none"> • Voluntary Action Sheffield - £76,000 • South Yorkshire Community Foundation (inc. South Yorkshire Funding Advice Bureau) - £37,800 • Creative Pathways - £27,000 <p>In order to address point (iii) it is proposed that £42,186 is allocated to the Voluntary Action Sheffield Lunch Club Support and Development Service.</p> <p>Therefore a total of £182,986 is allocated to this theme</p>
c)	<p><u>Promoting Social Inclusion and Justice</u> – provision of city-wide support for our most vulnerable adults that helps prevent them having to access statutory services, such as social services or health services.</p> <p>The organisations funded in 2015/16 supported the following groups of vulnerable people:</p> <ul style="list-style-type: none"> • Households in financial need • Homeless people • Adults with limited mobility who are unable to get out and about to engage in activities and services • Ethnic minority women • Refugees, asylum seekers and new arrivals • Mental health service users • Street drinkers • Young women <p>The recommendation is that the following grants be awarded to the below organisations that work with various vulnerable groups that will be targeted.</p>

	<ul style="list-style-type: none"> • Ben’s Centre – £53,650 • City of Sanctuary - £24,245 • Emmaus Sheffield – £18,400 • Heeley City Farm - £25,313 • Mental Health Action Group – £10,500 • Pakistan Advice and Community Association - £31,500 • Roshni Asian Women’s Resource Centre – £43,601 • Sheffield Chinese Community Centre - £24,300 • Sheffield Community Transport - £20,400 • Shopmobility Sheffield - £14,000 • Sheffield Association for the Voluntary Teaching of English– £34,140 • Voluntary Action Sheffield (New Beginnings) - £17,400 • St. Vincent de Paul – £64,020 • St. Wilfrid’s - £48,275 • Young Women’s Housing Project - £28,000 <p>Therefore a total of £457,744 is allocated to this theme</p>
4.12	<p>Further details of the recommended extended grant arrangements from the Voluntary Sector Grants Fund are attached to this report as Appendix 1, which provides brief details of the amount and purpose of the award being recommended. Each grant included in Appendix 1 is subject to a Funding Agreement that sets out the outputs, outcomes, milestones and conditions on which the funding is granted together with a budget of how the grant will be spent. Every grant is subject to a set of standard grant conditions approved by Legal Services. It is proposed that authority to attach additional conditions to a grant be delegated to the Executive Director of Communities where s/he considers these appropriate following the assessment process.</p>

4.13	If conditions and terms of agreements are not met then quarterly payments may be delayed or withheld.
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5.0 FINANCIAL IMPLICATIONS

5.1	The proposed Council Grant Aid budget for 2016/17 is £1,663,730 .																		
5.2	As part of the Council's budget setting process an Equality Impact Assessment was completed in January 2016. The impact on communities of interest and protected characteristics is positive. The key action is to continue to encourage all groups in receipt of VSGF and Lunch Club grants to continue to improve their equalities monitoring and use the information to improve their service.																		
5.3	The recommendations presented take into account of other funding that the organisations may be in receipt of from elsewhere in the Council.																		
5.4	Wherever relevant, support will be provided to local VCF organisations in their applications to other external funders. The proposed allocation to infrastructure support services will help to enable local VCF organisations to identify and apply for external funding.																		
5.5	<p>The financial implications arising from the proposals contained within this report can be summarised as follows:</p> <table data-bbox="324 1218 1323 1608"> <tr> <td data-bbox="324 1218 1039 1260">Lunch Clubs Fund</td> <td data-bbox="1039 1218 1071 1260">-</td> <td data-bbox="1071 1218 1323 1260">£147,000</td> </tr> <tr> <td colspan="3" data-bbox="324 1281 1323 1323">Voluntary Sector Grants Fund:</td> </tr> <tr> <td data-bbox="324 1344 1039 1386">Tackling Poverty and Financial Inclusion</td> <td data-bbox="1039 1344 1071 1386">-</td> <td data-bbox="1071 1344 1323 1386">£876,000</td> </tr> <tr> <td data-bbox="324 1407 1039 1449">Supporting the Voluntary Sector to thrive and deliver</td> <td data-bbox="1039 1407 1071 1449">-</td> <td data-bbox="1071 1407 1323 1449">£182,986</td> </tr> <tr> <td data-bbox="324 1470 1039 1512">Promoting Social Inclusion and Justice</td> <td data-bbox="1039 1470 1071 1512">-</td> <td data-bbox="1071 1470 1323 1512">£457,744</td> </tr> <tr> <td data-bbox="324 1533 1039 1575">Total</td> <td data-bbox="1039 1533 1071 1575">-</td> <td data-bbox="1071 1533 1323 1575">£1,663,730</td> </tr> </table>	Lunch Clubs Fund	-	£147,000	Voluntary Sector Grants Fund:			Tackling Poverty and Financial Inclusion	-	£876,000	Supporting the Voluntary Sector to thrive and deliver	-	£182,986	Promoting Social Inclusion and Justice	-	£457,744	Total	-	£1,663,730
Lunch Clubs Fund	-	£147,000																	
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Supporting the Voluntary Sector to thrive and deliver	-	£182,986																	
Promoting Social Inclusion and Justice	-	£457,744																	
Total	-	£1,663,730																	
5.6	Other sums may be received in year from other parts of the Council or other partners to be managed as part of the Council Grant Aid process to fund local voluntary sector activity. It is recommended that decisions to award grants in year from the Council Grant Aid budget, including any additional sums, returned or unpaid funds, be delegated to the Executive Director of Communities in consultation with the Cabinet Member for Public Health and Equality.																		

5.7	As with all public funding we need to ensure that we achieve good value for money from this investment and that our spending in the voluntary sector helps to achieve wider efficiencies that are crucial at this time of reducing budgets. Each recommended extended grant arrangement will be the subject of a funding agreement that will stipulate the specific outputs and outcomes to be achieved by the organisation in return for the grant extension. Performance will be monitored against this agreement during the grant period.
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6.0 LEGAL IMPLICATIONS

6.1	The legal power for the Council to establish, administer and make awards from the various grant funds as described in this report is provided by the general power of competence contained in Section 1 of the Localism Act 2011. Subject to certain statutory restrictions, none of which apply in this case, Section 1 gives the Council “power to do anything that individuals generally may do”.
6.2	In considering this report Cabinet must be mindful of the requirements imposed by the public sector equality duty enacted in Section 149 of the Equality Act 2010. Some of the proposals in this report involve the taking of action to assist persons sharing ‘protected characteristics’ within the meaning of the 2010 Act to overcome or minimise disadvantage or otherwise meet their needs. This is permitted by Section 158 of the 2010 Act. More details are set out below in section 7 of this report.
6.3	Cabinet must also have due regard to the likely effect of the proposals on, and the need to do all that it reasonably can to prevent, crime and disorder, the misuse of drugs, alcohol and other substances and re-offending in its area (Section 17 of the Crime and Disorder Act 1998). More details are set out below in section 8 of this report

7.0 EQUALITY IMPLICATIONS

7.1	Section 149(1), Equality Act 2010 (the ‘public sector equality duty’) places a statutory duty on the Council to ‘have due regard’ when exercising its
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	<p>functions to the need to:-</p> <p>(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;</p> <p>(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;</p> <p>(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</p>
7.2	<p>Section 149(3) goes on to provide that having due regard to the need to advance such equality of opportunity involves having due regard, in particular, to the need to:-</p> <p>(a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;</p> <p>(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and</p> <p>(c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.</p>
7.3	<p>For the purposes of Section 149 the relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.</p>
7.4	<p>Section 149(6) recognises that compliance with the Section 149 duties may involve treating some persons more favourably than others. However, this does not to permit conduct that would otherwise be prohibited by or under the Act.</p>
7.5	<p>Section 158 provides that if the Council reasonably thinks that:-</p> <p>(a) persons who share a protected characteristic suffer a disadvantage connected to the characteristic,</p>

	<p>(b) persons who share a protected characteristic have needs that are different from the needs of persons who do not share it, or</p> <p>(c) participation in an activity by persons who share a protected characteristic is disproportionately low, then the Act does not prohibit the Council from taking any action which is a proportionate means of achieving the aim of:-</p> <p>(i) enabling or encouraging persons who share the protected characteristic to overcome or minimise that disadvantage,</p> <p>(ii) meeting those needs, or</p> <p>(iii) enabling or encouraging persons who share the protected characteristic to participate in that activity.</p>
7.6	<p>In considering the original Voluntary Sector Grants Fund application assessments (for grants awarded in 2014-15) the 2014 Grants Award Recommendation Panel was mindful of the equalities impact of the decisions they were making. The organisations to be funded have identified potential users with protected characteristics and described how they ensure open and equal access to their services. In formulating their recommendations to Cabinet and deciding whether or not to recommend an award, the Panel took into account this information.</p> <p>The variation agreements to these original awards will include the need to monitor equalities information.</p>
7.7	<p>Some of the proposed extended Voluntary Sector Grants Fund awards are to groups serving members of ethnic minority communities where the activity or service to be funded will enable ethnic minorities to overcome a disadvantage connected to their ethnicity or will encourage participation in an activity where engagement by black and ethnic minority people is disproportionately low. Some of the proposed extended grant arrangements are to organisations that provide single gender services, where the needs of women in relation to men are different. The Executive Director of Communities is satisfied that all the proposed extended grant arrangements fall within the ambit of the positive action provisions of Section 158, and would be not only in line with the public sector equality duty, but examples of the Council's active compliance with this duty.</p>
7.8	<p>An Equality Impact Assessment has been completed for this report and a copy of this document is attached as Appendix 3. The Council Grant Aid</p>

	<p>budget is specifically aimed at supporting the local voluntary sector and as such has a positive impact on the sector. Whilst in recent years the Council Grant Aid budget has reduced, the continuation of funding into 2016/17 will provide some stability for organisations that support the most vulnerable in Sheffield. However, if the council's overall budget were larger more money could potentially be allocated to supportive voluntary sector organisations that work with the most vulnerable in the city.</p>
7.9	<p>Demand for the fund is managed by identifying a limited range of priorities for the funding. These priorities are chosen to align with current Council priorities and are aimed to ensure that groups with protected characteristics are not excluded. All the organisations funded in 2015/16 needed to demonstrate that they were providing city-wide support for our most vulnerable adults that helps prevent them having to access statutory services, such as social services or health services. Namely:</p> <ul style="list-style-type: none"> • <i>Households in financial need</i> • <i>Homeless people</i> • <i>Adults with limited mobility</i> • <i>Ethnic minority women</i> • <i>Refugees, asylum seekers and new arrivals</i> • <i>Mental health service users</i> • <i>Street drinkers</i> • <i>Young Women</i> <p>The work of funded organisations will continue to be monitored in line with the above criteria in 2016/17.</p>
7.10	<p>Organisations funded in 2015/16 have demonstrated how they have addressed the particular needs of groups with protected characteristics via quarterly monitoring forms. By extending the Voluntary Sector Grants Fund grants into 2016/17 this will provide some continuation for groups working with the most vulnerable. Through monitoring, attention is, and will be, paid to organisations that can demonstrate a positive approach to managing services within a reduced funding environment including collaborations and mergers and other management efficiency savings, thus ensuring front line services remain protected and deliver best value for the money available.</p>

7.11	Despite a difficult financial climate this report is recommending a significant investment into the VCF sector, which is then targeted at Sheffield's most vulnerable people.
7.12	Positive impacts have been identified among the range of awards recommended for older people, black and ethnic minority people, women, the voluntary community faith sector, financial exclusion and cohesion in the city. (See Appendix 3)
7.13	Organisations funded from this budget will be asked to provide information about the diversity of their beneficiaries in their monitoring returns. This information will be collated and reported in an annual report for each fund. These reports will be published on the Council website and notice of their publication is circulated to all elected members.

8.0 COMMUNITY SAFETY IMPLICATIONS

8.1	Section 17 of the Crime and Disorder Act 1998 imposes a duty on the Council to exercise its functions with due regard to the likely effect on, and the need to do all that it reasonably can to prevent, crime and disorder (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances and re-offending in its area.
8.2	Among the Voluntary Sector Grants Fund awards recommended in Appendix 1 are awards to five organisations that deliver services that have a positive impact on community safety. These are Ben's Centre for Vulnerable People that works with and provides a place of safety for street drinkers; the Young Women's Housing Project that work with victims of sexual abuse including child sexual abuse; and VAS New Beginnings, City of Sanctuary and Pakistan Advice and Community Association that work to promote positive community relations between the host community and refugees and asylum seekers.
8.3	None of the proposed awards is considered likely to have a negative impact on community safety.

9.0 ALTERNATIVE OPTIONS CONSIDERED

9.1	In the past 5 years the voluntary sector has experienced a challenging scenario of public and other sources of funding being reduced. This
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	<p>reduction includes both grants and contracts for services.</p> <p>Due to the current funding climate and work being underway but not completed regarding the future of Sheffield City Council's grant aid pot it is recommended that the existing Voluntary Sector Grants Fund agreements are continued in 2016/17 to provide some stability for the organisations funded and time to adapt to a new grants regime.</p>
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10.0 REASONS FOR RECOMMENDATIONS

10.1	<p>The allocation of this funding to preventative services will fundamentally contribute to the Values, Priorities and Strategic Outcomes of the Council's Corporate Plan 2015-18. In particular -</p> <p><u>Priorities</u></p> <ul style="list-style-type: none"> • Tackling inequalities • Better health and wellbeing • In-touch organisation
10.2	<p>In addition, the allocation of this funding will contribute to the Fairness Commission's recommendations around -</p> <ul style="list-style-type: none"> • Health & Wellbeing for All • Fair Access to High Quality Jobs and Pay • Fair Access to Benefits and Credit • Housing and a Better Environment • A Safe City • What Citizens and Communities can do

11.0 RECOMMENDATIONS

11.1	<p>Cabinet is asked, having had due regard to the provisions of Sections 149 and 158 of the Equality Act 2010 and Section 17 of the Crime and Disorder Act 1998, and to the issues raised by those provisions, to approve the grant agreement extension recommendations listed in</p>
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	Section 4 of this report, and detailed further in Appendix 1.
11.2	<p>Cabinet is asked to endorse the Voluntary Sector Grants Fund grant agreement extension process described in Appendix 2 and to approve the actions, arrangements and recommendations at Sections 4 and 11, and the following specific delegations:-</p> <p>The Executive Director of Communities is authorised:-</p> <p>(a) to administer the Lunch Clubs Small Grants Fund as described in Appendix 1;</p> <p>(i) to agree the terms of and authorise the completion of all funding agreements, including amendments to the terms of any existing grant funding agreements, relating to grants made from the Lunch Clubs Small Grants Fund and the Voluntary Sector Grants Fund, together with any other associated agreements or arrangements that they may consider appropriate, provided that if the terms of a proposed funding agreement or amendments to the terms of an existing agreement involve the variation of any standard terms previously agreed by Internal Audit and / or Legal Services the agreement shall not be completed without the consent of the Chief Internal Auditor and the Director of Legal and Governance;</p> <p>(ii) where (a) a change of circumstance affects the ability of an organisation to deliver the purpose of the grant awarded, (b) the Executive Director of Communities considers the performance of the organisation to be below an acceptable standard or (c) an organisation has breached any of the award conditions contained in their funding agreement, to review, adjust or suspend grant awards;</p> <p>(b) The Executive Director of Communities, in consultation with Cabinet Member for Communities and Public Health, is authorised:-</p> <p>(i) to agree the amounts, purposes and recipients of any individual grants awarded in year from the Grant Funds including any additional sums received or returned or unpaid funds</p> <p>(ii) where (a) a change of circumstance affects the ability of an organisation to deliver the purpose of the grant awarded or (b) the Executive Director of Communities considers the performance of the organisation to be</p>

(iii)	<p>below an acceptable standard or (c) an organisation has breached any of the award conditions contained in their funding agreement, to withdraw grant awards.</p> <p>to allocate any other additional sums that may be received in year from other parts of the Council or other partners as part of the Council Grant Aid process to fund local voluntary sector activity</p>
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APPENDIX 1

Voluntary Sector Grant Aid Budget Proposed awards 1st April 2016 - 31st March 2017

Lunch Clubs Small Grants Fund

The purpose of this fund is to promote the Council's strategy to support the independence, health and wellbeing of older people by making available a fund offering grants to lunch clubs. Evidence shows that an active and positive old age reduces the likelihood of reliance on statutory services. The majority of lunch clubs are self-help groups run by and for older people and provide a forum to socialise, share a meal and undertake group activities. Membership comprises mainly people aged over 70 and increasing numbers of people in their 80s and 90s including a few aged over 100. The clubs take self-referrals and referrals from relatives and health and social care professionals. In 2015-16 almost 2,000 older people attended a lunch club and the clubs delivered nearly 70,000 hot meals.

Applications to the Lunch Clubs Fund are invited from clubs on a year on year basis in advance of each financial year. All awards are under £10,000 and decisions are delegated to the Executive Director of Communities on the recommendation of a Grant Awards Recommendation Panel convened for the purpose. Authority is delegated to the Executive Director of Communities:

- to determine how the grants are calculated and to vary awards from this Fund during the year because of a change in a lunch club's circumstances.
- to make additional awards to lunch clubs in year to run activities for members from any unallocated spend within the budget
- to make new awards from any unallocated spend within the budget to clubs setting up.

A full report of the awards made from this Fund is produced after the end of each financial year. This is circulated to elected members and published on the Council's website.

Recommendations

To allocate a Lunch Clubs Fund of £147,000 (plus any additional sums which may be received by the Council specifically for this purpose) for the period 1st April 2016 to 31st March 2017.

To confirm the delegated powers to administer the Fund set out above.

Voluntary Sector Grants Fund

Theme 1: Tackling poverty and promoting social justice.

Sheffield Citizens Advice and Law Centre

Charitable limited company founded in 2013 from the merger of 12 independent advice centres. Managed by a committee of 15. Provides a citywide advice service including drop-in services at outlets across the city, an appointment and home visiting service and an advice assessment phone line operating Monday – Friday 9-5pm. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £876,000 from the Voluntary Sector Grants Fund as a contribution towards the provision of a citywide advice service.

Theme 2: Supporting the local voluntary sector to thrive and deliver

Joint application from Creative Pathways, South Yorkshire Community Foundation (inc. South Yorkshire Funding Advice Bureau) and Voluntary Action Sheffield

Infrastructure organisations in the city are continuing to work together to provide services for voluntary, community and faith sector organisations that are streamlined, accessible, customer efficient, value for money and affordable. There are currently in place grant fund agreements with South Yorkshire Community Foundation (inc. South Yorkshire Funding Advice Bureau), Creative Pathways and Voluntary Action Sheffield in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreements currently in place to South Yorkshire Community Foundation (inc. South Yorkshire Funding Advice Bureau), Creative Pathways and Voluntary Action Sheffield be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded from the Voluntary Sector Grants Fund under that agreement be increased by the additional awards as follows:

Voluntary Action Sheffield (VAS)

Charitable limited company founded in 1925 and based in its own premises at The Circle, Rockingham Lane. Managed by a committee of 10. Provides a range of infrastructure support services for voluntary, community and faith sector groups and organisations across the city, including payroll, accountancy, community development and volunteering opportunities. Also provides a training programme across a range of topics relevant to the voluntary sector. The Circle offers rented office space for organisations and meeting and training rooms for hire. VAS runs a Volunteer Centre that provides a brokerage service putting potential volunteers in touch with volunteering opportunities in the city and works with organisations to improve the quality of volunteer placements. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £76,000 from the Voluntary Sector Grants Fund as a contribution towards a volunteer centre and infrastructure support services including small group development.

South Yorkshire Community Foundation

Charitable limited company founded in 1986 and based on Leeds Road, Attercliffe. Managed by a Committee of 16. SYCF merged with South Yorkshire Funding Advice Bureau (SYFAB) in Jan 2014 and now provides funding information, advice and training to front-line voluntary and community groups in Sheffield, which will complement existing fund raising and grant making. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £37,800 from the Voluntary Sector Grants Fund as a contribution towards the provision of a funding advice service for the Sheffield voluntary, community and faith sector.

Creative Pathways

Charitable limited company founded in 2010 based in rented premises at Spartan House on Carlisle Street. Managed by a committee of 3. Provides infrastructure capacity building services to BME organisations and community development support for BME residents. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £27,000 from the Voluntary Sector Grants Fund as a contribution towards the provision of infrastructure support services including fundraising, financial management, governance and legal advice for Sheffield voluntary, community and faith sector organisations.

Voluntary Action Sheffield Lunch Club Development Project

Provides a support and development service for the network of older people's lunch clubs across the city including around 60 clubs that receive Council funding. The funding will ensure the actions from the recent Lunch Club Review are taken forward so that the groups operate safely and effectively, provide high quality activities for their members and are part of a thriving network that is well informed, responsive to changing needs and sustainable for future generations.

There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £42,186 from the Voluntary Sector Grants Fund as a contribution towards the development and support of older people's lunch clubs and activity groups.

Theme 3: Promoting social and financial inclusion

The proposed awards are listed alphabetically by name of organisation

Ben`s Centre for Vulnerable People (Sheffield)

Charitable limited company founded in 1996. Managed by a Committee of 6.

Provides a service for street drinkers offering a safe accessible environment where users can get food, clean clothes and information and advice about access to other services. Also provides activities and support to enable users to develop skills and become rehabilitated into the community. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £53,650 from the Voluntary Sector Grants Fund as a contribution towards work with vulnerable street drinkers.

City of Sanctuary

Charitable limited company founded in 2005 and based in Victoria Hall on Norfolk Street. Managed by a Committee of 7. Co-ordinates a weekly city centre drop-in service, bringing together a comprehensive range of multi-agency services for asylum seekers and new arrivals. Also provides awareness raising and cross cultural activities with the help of refugee and asylum seeker volunteers to encourage a culture of welcome, hospitality and mutual understanding. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £24,245 from the Voluntary Sector Grants Fund as a contribution towards work to support the delivery of reception duties at the Victoria Hall drop-in session and to promote cohesion.

Emmaus Sheffield

Charitable limited company and affiliate member of Emmaus UK founded in 2000 and based in Sipelia Works on Cadman Street. Managed by a Committee of 10. Runs a self-supporting community for homeless people in Sheffield. The community offers a home, employment and a sense of belonging to residents, who refurbish and sell donated goods through an on-site shop and the internet. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £18,400 from the Voluntary Sector Grants Fund as a contribution towards the community companions project for homeless people.

Heeley City Farm

Charitable limited company founded in 1981 and based at Council owned site on Richards Road. Managed by a Committee of 6. Runs an urban farm with training and educational activities including vocational courses for unemployed adults, an environmental education service and specific programmes for volunteers, young people and adults with learning disabilities. Houses the South Yorkshire Energy Centre. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £25,313 from the

Voluntary Sector Grants Fund as a contribution towards work with vulnerable adults and developing life skills to reduce and manage household expenditure.

Mental Health Action Group

Registered charity founded in 1992 and based in Council owned premises on Creswick Street. User-led organisation managed by a Committee of 12. Runs a drop-in centre offering group activities and support for people with severe mental health problems. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £10,500 from the Voluntary Sector Grants Fund as a contribution towards running a self help organisation for mental health service users.

Pakistan Advice and Community Association

Registered charity founded in 1993 and based in privately rented accommodation on Pagehall Road. Managed by a Committee of 13. Provides citizenship classes and other cohesion activities. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £31,500 from the Voluntary Sector Grants Fund as a contribution towards work to support community cohesion with a particular focus on new arrivals.

Roshni Asian Women`s Resource Centre

Registered charity founded in 1992 and based in own shop front premises on London Road. Managed by a committee of 7. Provides a resource centre for Asian women across the city where women of all ages can access a varied programme of services and activities, including a mentoring service, information, advice and support sessions, advocacy, training, youth provision, cultural events and health and well-being activities. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £43,601 from the Voluntary Sector Grants Fund as a contribution towards work to develop opportunities and support services for ethnic minority women.

Sheffield Association for the Voluntary Teaching of English

Charitable limited company founded in 1999 and based at the Circle building on Rockingham Lane. Managed by a Committee of 6. Recruits and trains volunteers to teach English as a second language. Provides individual tuition for people unable to access mainstream provision and supports learners to progress from one-to-one tuition to group based learning. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £34,140 from the Voluntary Sector Grants Fund as a contribution towards the delivery of one-to-one and group based pre-ESOL language tuition to vulnerable adults unable to access mainstream provision.

Sheffield Chinese Community Centre

Registered charity founded in 1995 and based in own shop front premises on London Road. Managed by a Committee of 7. Provides a point for access to services and a focus for social, cultural and educational activities for the Sheffield Chinese community. Runs projects concentrating on health and emotional wellbeing. Also houses an outreach advice service from Sheffield Citizens Advice and Law Centre and a legal information service for the Chinese and Vietnamese community. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £24,300 from the Voluntary Sector Grants Fund as a contribution towards the delivery of services to the Chinese community.

Sheffield Community Transport

Industrial and provident society founded in 1988 and based in privately rented premises in Montgomery Terrace Road. Managed by a Committee of 6. Runs a Community Car Scheme that uses volunteer drivers to transport disabled people. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £20,400 from the Voluntary Sector Grants Fund as a contribution towards the delivery of a volunteer car transport scheme.

Shopmobility Sheffield

Charitable limited company based at Westhill Lane Municipal Car Park off West Street. Managed by a Committee of 12. Runs a scooter and wheelchair loan scheme. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £14,000 from the Voluntary Sector Grants Fund as a contribution towards the provision of a city centre scooter and wheelchair loan scheme.

St Vincent de Paul Furniture Store

Local branch of international charity founded in 1986 located in diocese owned premises on Queens Road. Managed by a Committee of 10. Provides free furniture to families in need across the city. Referrals are accepted from registered statutory and voluntary sector organisations, including the Council, advice centres and NHS. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £64,020 from the Voluntary Sector Grants Fund as a contribution towards the delivery of a furniture recycling service for people in need.

St Wilfrid's Centre

Registered charity administered by the Diocese of Hallam Trust and based in its own premises on Queen's Road. Managed by a committee of 11. Provides welfare support and a wide range of activities for homeless and vulnerable people the majority of whom have mental health problems. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £48,275 from the Voluntary Sector Grants Fund as a contribution towards welfare and development support for people with mental health problems.

Voluntary Action Sheffield (New Beginnings)

Charitable limited company founded in 1925 and based in its own premises at The Circle, Rockingham Lane. Managed by a committee of 10. Provides a range of infrastructure support services for voluntary, community and faith sector groups and organisations across the city. New Beginnings is a project developed by the VAS Volunteer Centre to assist the integration of refugees and support them to contribute

to the life of the city by engaging in volunteering opportunities with local community organisations. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £17,400 from the Voluntary Sector Grants Fund as a contribution towards the delivery of a volunteer programme for refugees, asylum seekers and new arrivals.

Young Women`s Housing Project

Charitable limited company founded in 1983 and based in Council owned premises. Managed by a Committee of 6. Offers safe accommodation and support to vulnerable 16-25 year old women. Provides a support service including life skills training to enable residents to move towards independent living. Offers outreach and continuing support to former residents. There is currently in place a grant fund agreement in respect of the period 1st April 2014 to 31st March 2016.

Recommendation

That the term of the grant fund agreement currently in place be extended to include the period 1st April 2016 to 31st March 2017 and that the grant amount awarded under that agreement be increased by the additional award of £28,000, from the Voluntary Sector Grants Fund as a contribution towards therapeutic support for young women at the project.

Appendix 2 - Voluntary Sector Grants Fund Assessment Process

It is proposed that the process for allocating the Council's Grant Aid budget for 2015-16 deviates from arrangements in recent previous years (set out in last year's Cabinet Report on the Voluntary Sector Grant Aid Budget 2015-16.

<http://sheffielddemocracy.moderngov.co.uk/ieListDocuments.aspx?CId=123&MId=5577>

1. Voluntary Sector Grant Aid investment for 2014-15 was agreed by Cabinet on 19th February 2014 according to the grant assessment process described in the Cabinet Report
<https://imgmeetings.sheffield.gov.uk/documents/s12244/documents/s12244/Voluntary%20Sector%20Grant%20Aid.pdf>. 24 organisations were awarded a Voluntary Sector Grants Fund award and an allocation of funding was made to the Lunch Club Fund.
2. As already stated in the main body of this Cabinet Report, following the decision made by cabinet in February 2014 a review of the Voluntary Sector Grant Aid criteria and processes has been taking place along with a wider assessment of how the Council invests in the VCF Sector. In order to allow this work to be completed in 2016, it is proposed that the grants awarded for 2015-16 are extended for 12 months to cover the period 1st April 2016 – 31st March 2017. The implication of this was that no fund for new applications was advertised in summer 2015 as no new awards for 2016-17 will be made. Grant Aid in 2016-17 will therefore continue to support activity that we know has a direct benefit and works. This will mean continuing to support the organisations funded in both 2014-15 and 2015-16 via extending existing grant funding agreements for 12 months, up 31st March 2017. This includes the provision of Lunch Clubs provided by older people for older people across the city, the delivery of Advice Services by Sheffield Citizen Advice and Law Centre, support for VCF infrastructure services and supporting activity by the VCF sector that helps the most vulnerable.
3. Councillors have not indicated a need to reduce the Grant Aid budget; although an advance payment is being made to Sheffield Citizens Advice and Legal Centre in 2015-16 as detailed earlier in the main body of the report.
4. As there is no overall reduction in funding to any organisation proposed organisations have not been asked to complete impact assessment for the coming financial year.

5. The original awards may for 2014-15 were based on officer recommendations and were considered by the Grant Awards Recommendation Panel, made up of Head of Libraries & Community Services and Cabinet Member for Communities and Public Health and advisers (Cllrs Mazher Iqbal, Bob Johnson and Nikki Bond). In formulating its recommendations the Panel took into account all relevant considerations including the equalities impact of the applications and statutory Best Value Guidance.
6. As there is no proposed reduction and all organisations are currently compliant with the their grant agreement terms and conditions recommendations have not been made to the panel this year but the Cabinet Member for Public Health and Inequalities has been briefed.
7. If cabinet approval is granted recipients are notified of their awards. An extension of the funding agreement will be negotiated which states the amount of grant and agrees the budget and sets out the outputs, outcomes, milestones and conditions on which the funding is granted together with a budget of how the grant will be spent. Every grant is subject to a set of standard grant conditions approved by Legal Services. It is proposed that authority to attach additional conditions to a grant be delegated to the Executive Director of Communities where s/he considers these appropriate following the assessment process. The variation to the funding agreement will be signed by the Director and Management Committee of each organisation.
8. A report of the impact of these awards will be prepared after the end of the financial year and published on the Council website.

APPENDIX 4

What has happened since February 2015 Grant Aid Cabinet Report

Recommendation	Progress	Plan for 2016
<p>New Grant Aid priorities and criteria for 2016/17 that will have greater alignment with the new Child and Household Poverty Strategy and new Corporate Plan, both due to be adopted in 2015, thus delivering against the Council's Tackling Poverty and Increasing Social Justice strategic outcome.</p>	<p>New Corp Plan and Poverty Strategy have been released.</p> <p>Poverty Strategy makes repeated references to the importance of quality advice and social justice campaigning, tackling homelessness, reducing loneliness & isolation, helping people to access education and remove barriers to employment. The Grant Aid budget currently supports all of these priorities.</p> <p>The new Corp Plan has different Strategic Outcomes but the pot does align to the new Tackling Inequality outcome.</p>	<p>Whilst the pot does align with the Poverty Strategy and new Corporate Plan, it could be argued that some of the work the grant aid pot does fund could be better funded from other sources and this could 'free-up' money in the pot to invest in work that helps to deliver SCC priorities.</p> <p>Some work has been started to explore this and this should be concluded in 2015 in preparation for new proposals in 2016.</p>
<p>Grant Aid for 2016/17 to be aligned effectively with other commissioning frameworks with the possibility of including other council budgets in the overall</p>	<p>Grant Aid is now linked to the People Keeping Well in their Community part of Sheffield's Better Care Fund as well as the Corporate Outcome of Tackling Inequalities.</p>	<p>Where possible start to incorporate other council funding into grant agreements for organisations who currently receive multiple sources of money from the Council. This would be more efficient for the organisations and for the Council. Five organisations</p>

Recommendation	Progress	Plan for 2016
Grant Aid budget.	<p>Commissioning intentions and funding streams for contracts are currently being aligned ready for re-commissions in the Better Care Fund and this will not be complete until April 2017.</p> <p>The People Keeping Well in their Community programme is focussed on community based prevention activity relating to health and wellbeing. In the VCF consultation of 2014 the sector reported that they felt that their expertise and resources were most effective in the field of prevention.</p>	<p>already identified as potentially suitable for this. Two out of the five could trial this approach in 2016/17 and the learning could inform the arrangements for the pot in 2017/18.</p> <p>The Public Health priorities are closely linked to the People Keeping Well in their Community outcomes framework and therefore should be considered when allocating future Grant Aid money.</p>
A framework capturing how the communities portfolio currently works with and invests in the Voluntary Sector and identify areas for development.	<p>The only ring-fenced funding for the VCF sector is the Grant Aid Budget administered by VSLT in Libraries and Community Services.</p> <p>From 2012-2015 Communities spent approx. £192,911,417 with the VCF sector. The majority of this is subject to tender and competition.</p> <p>In 2015/16 apart from the £140,800 infrastructure</p>	<p>Work with new finance system and commercial services to get increasingly accurate re VCF spend in all SCC portfolios.</p> <p>Work with VCF and funding partners to find ways of increasing the investment in capacity and capability building throughout the Sheffield VCF sector. Key partners will be; NAVCA, VAS, SYCF, Big Lottery, Key Fund.</p>

Recommendation	Progress	Plan for 2016
<p>A clear corporate definition of grant giving, when grants could be used in a wider commissioning framework and how they should then be recorded.</p>	<p>part of the Grant Aid budget no funding is available from SCC solely for capacity and capability building within the VCF sector. The rest of the Grant Aid budget does support the sector to deliver and development maybe part of this.</p> <p>Work is underway about commissioning and tendering with VCF partners to help us all understand how this way of procuring services works in practice.</p>	<p>Organisations that have a strong track record, are key to delivering the priorities and can't / find it hard to raise money from other sources should be considered for a 2 year grant funding agreement. The preparation for such arrangements can be done in 2016/17 ready for 2017/18.</p>
<p>A clear corporate definition of grant giving, when grants could be used in a wider commissioning framework and how they should then be recorded.</p>	<p>Grant Making Guidance paper has been drafted by Voluntary Sector Liaison Team and Legal Services.</p>	<p>Communicate the benefits of grant making to all SCC portfolios and share a best practice toolkit to help people identify when grant making could be most effective and how to do it in a simple but transparent and fair way.</p> <p><i>(Already started in September 2015 with the Communities Commissioning Management Team.)</i></p>

Author: Alex Shilkoff
 Job Title: Community & Voluntary Sector Relationship Manager
 Date: 15/1/2016

Appendix 3 - Sheffield City Council Equality Impact Assessment

Name of policy/proposal: Voluntary Sector Grant Aid Budget 2016-17

Status of policy/proposal: New **Portfolio:** Communities

Name of person(s) writing EIA: Alex Shilkoff **Date:** January 2016

Service: Libraries and Community Services **Q Tier Ref** n/a

EIA Reference number: 828

Briefly outline the aims of the policy/ proposal and outcomes you want to achieve?

Grant Aid Fund – Voluntary Sector Grant Fund and Lunch Club Fund

To agree the awards from the Grant Aid Budget 2016-17. There are two funds within the budget to consider: Voluntary Sector Grants Fund and the Lunch Clubs Small Grants Fund.

The decision to continue to provide Grant Aid and invest in the VCF Sector, despite the Council's difficult financial situation, will have a largely positive impact on local people with characteristics covered by equalities legislation. The current priorities positively promote the needs of older people, people with disability, ethnic minority women, refugees, asylum seekers and new arrivals. Funding allocated to VCF infrastructure will enable support and advice to be provided to organisations across the sector in relation to identifying efficiencies, income generation and securing other sources of funding.

Voluntary Sector Grant Fund

The proposal to cabinet is that the Voluntary Sector Grant Fund and Lunch Club Fund are not reduced in 2016/17.

Sheffield Citizen's Advice and Legal Centre received an advance payment in 2015/16 to facilitate the timely delivery of some of their service improvement plan. Therefore, Sheffield Citizens Advice and Legal Centre will receive proportionately less in 2016/17.

Following the decision made by cabinet in February 2014 a review of the Council's Grant Aid criteria and processes has been taking place along with a wider assessment of how the Council invests in the Voluntary, Community and Faith (VCF) Sector. Work has been progressed in line with the cabinet report in 2015 but will not be completed until May 2016. This will mean the launch of a new grant regime in summer 2016.

Due to the whole of the review not being completed in 2015 it is proposed to extend the existing grant aid arrangements into financial year 2016/17. It is proposed to launch new grant fund to replace the Voluntary Sector Grants Fund, following consultation with the VCF sector, which will include revised funding priorities. It is envisaged a new fund will open for applications in summer 2016 for funding that will commence in April 2017. This will therefore give all parties ample time to adapt to the new arrangements in time for April 2017.

In 2016/17, 20 organisations will receive Voluntary Sector Grant support from the Grant Aid Fund.

Lunch Club Fund

It is anticipated that 54 existing Lunch Clubs will also receive support. This is 2 less than in 2015/16. This is due to one club no longer being eligible due to a drop in numbers and another closing due a cook retiring and being unable to find a replacement person. However, there is a possibility of supporting new clubs to set up in 2016/17 in areas without lunch clubs and a high proportion of older people. The Voluntary Sector Liaison Team will be working with Voluntary Action Sheffield and Locality Management on where new clubs could be set up.

Is the service a specialist provision to a group covered under the Equality Act 2010 such as a women’s, BME, disability or LGBT specific service? No

Consultation	Yes / ongoing	Please note the consultation you have undertaken or will undertake with those impacted by the proposal such as local groups and others such as surveys, face to face meetings etc and explain the results below
		<p>VSGF funding – ongoing All 20 organisations funded in 2015/16 were informed in writing in November 2015 that the Council planned to consider extending the existing grant arrangements to create some stability whilst the review is completed. The arrangements are still subject to monitoring and compliance with the terms and conditions of the agreement.</p> <p>Due to the amount of money not reducing this year there was not a need to consult on impact assessment of changes to the funding amount.</p> <p>The Voluntary Sector will be consulted on new proposals for the Grant Aid Fund in 2016.</p> <p>A group of voluntary sector representatives were consulted in November about the council’s wider budget challenges and suggestions from this group and a subsequent paper submitted by some who could not attend have been fed into the overall budget setting process.</p> <p>Lunch Club Small Grant Fund – Ongoing consultation All older people’s lunch clubs that currently receive funding have been invited to apply for a grant for 2016-17 . The report includes a recommendation to not reduce the amount allocated to the Lunch Club Fund. All lunch clubs have been informed that individual club circumstances will be taken into account when grant awards are made. This is to ensure that the budget is used as effectively as possible and that new clubs can be considered for funding.</p>
		<p>What’s the Impact? – Detail the evidence you have used below, consider demographics, census, JSNA, complaints, customer information, national or local reports, feedback or consultations and include separate sheets if required)</p>

Voluntary Sector Grant Aid is split into two funds -

- Lunch Clubs Small Grants Fund
- Voluntary Sector Grants Fund (three themes)
 - Tackling Poverty and Financial Exclusion
 - Supporting the Voluntary Sector to thrive and deliver
 - Promoting Social Inclusion and Justice

Evidence has been gathered by way of monitoring information collected by officers during 2015-16 from the organisations funded. Due to there being no proposed budget cut in 2015-16 organisations have not been asked to complete an impact assessment this time.

Also, census and other associated data on the profile of the population of Sheffield.

Areas of impact	Impact	Impact level	Explanation of impact- what does the data tell you?
Workforce	N/A	N/A	Include reductions required and impact on staff diversity etc
There are no impacts on the workforce.			
Action	N/A		
Generic	Positive	Medium	Relates to all or most groups
<p>Positive impacts have been identified for –</p> <ul style="list-style-type: none"> • Older People • Disabled people • VCF Sector • Financial Exclusion • Cohesion <p>Information relating to how organisations address issues of diversity and equality is taken into account when analysing monitoring returns. All of these organisations went through a thorough application process resulting in grant awards made for 2014-15. In 2015-16 both VSGF grant recipients and Lunch Clubs have completed equality and diversity monitoring.</p> <p>The nature of the Grant Aid budget is such that services to vulnerable people are an inherent part of this funding and consequently the maintenance of the budget will impact positively on vulnerable groups.</p>			
Action Minor	<p>Organisations funded from this budget will be asked to provide information about the equality impact of the grant awarded in their monitoring returns. Monitoring information will be collected after the end of the award period (31st March 2017). This will be reviewed for each award in the light of outcomes and outputs identified in the individual Funding Agreements.</p> <p>The information will be collated across the organisations funded and reported in an annual report that will be published on the Council website and circulated to Elected Members.</p>		
Age	Positive	Medium	Be clear if your service relates to specific age groups, particularly younger or older people

Sheffield has a higher proportion of its population aged 65 years or over (16.7% or 85,700 people) than the other English Core Cities. The proportion of Sheffield's population aged over 65 is also projected to increase, with the largest increases in the number of people aged over 85.

Based on evidence collected from 23 organisations awarded a grant from the Voluntary Sector Grant Fund in 2014-15 delivering a similar wide range of different services 15% of beneficiaries were aged over 60 (14% in the previous year), and 1.5% of individuals were aged under 20 (2.5% in the previous year). *(Note: The Voluntary Sector Grants Fund is targeted at adult provision and projects providing activities for children and young people are excluded from applying to the fund. The Lunch club fund is specifically targeted at provision for adults 60 and over).*

The report includes a recommendation to continue to provide a Lunch Clubs Small Grants Fund, which will support around 54 different lunch clubs across the city. The clubs are self-help groups run by and for older people. Approximately 1,800 older people will benefit from attending a lunch club during the year. This includes numbers of older people aged in their 80's and 90's for whom attendance is sometimes their only regular outing. It is anticipated that 63% of the membership will be aged 80 and over. Clubs take self-referrals and referrals from relatives and social and health care workers who refer older people recovering from illness, bereavement or are socially isolated. The amount allocated to the Lunch Club Fund is recommended at no reduction on the current year. In addition there is also a recommendation to provide a grant extension for development support for lunch clubs. This will help lunch clubs to expand their activities and ensure that they are able to manage challenges such as succession planning, financial management and volunteer recruitment. This resource can also support the establishment of new clubs in areas where there is an identified need for a club.

The report includes a recommendation to fund 1 grant that will support therapeutic work for young women. This grant is complimentary to a housing support contract the organisation holds. This contract is due for re-tender in 2016-17 and therefore the outcomes / outputs will be review through the year to ensure they are still appropriate.

The report also includes a recommendation to fund 2 grants to organisations that run schemes for disabled people with mobility problems, a large majority of whom are older people.

Action Minor	All organisations awarded a grant will be asked to collect diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching people of different ages.		
Disability	Positive	Medium	Be clear if your service relates to a specific impairment
In Sheffield around 20% of the population have a long term limiting illness and as at 2011 5.9% of the city population claimed Disability Living Allowance.			
Based on evidence collected from 20 organisations awarded a grant from the Voluntary Sector Grant Fund in 2014-15 delivering a similar wide range of different services, 32% of beneficiaries reported a disability or long term health problem (also 32% in the previous year). This shows that the grants awarded under the Voluntary Sector Grants Fund are supporting a higher proportion of disabled people than the city % figure. This is to be expected due to the targeting of the funding.			
<p>Among the grants recommended are –</p> <ul style="list-style-type: none"> • 2 grants to organisations working with people with mental health problems <p>Both of these organisations have been recommended for grant extensions at no reduction on the current year.</p> <ul style="list-style-type: none"> • 2 grants to organisations that run schemes for disabled people with mobility difficulties. <p>Both of these organisations have been recommended for grant extensions at no reduction on the current year.</p>			
Action Minor	All organisations awarded a grant will be asked to collect diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local disabled people.		

Pregnancy/ maternity	Neutral	Neutral	Be clear if this impacts on these areas
None of the recommended grants will go to organisations that have identified pregnant women as their target beneficiaries, although pregnant women are likely to make use of some of the services provided.			
Action	None		
Race	Positive	Medium	Be clear if your service relates to specific BME communities
<p>Sheffield is a diverse city with around 19% of its population from black or minority ethnic groups.</p> <p>Based on evidence collected from 20 organisations awarded a grant from the Voluntary Sector Grant Fund in 2014-15 delivering a similar wide range of different services 38% of beneficiaries were of BME origin (43% in the previous year). This shows that the grants awarded under the Voluntary Sector Grants Fund are supporting a higher proportion of BME people than the city % figure. This is to be expected due to the targeting of the funding.</p> <p>Among the grants recommended are –</p> <ul style="list-style-type: none"> • 2 grants to organisations that run schemes for ethnic minority women • 3 grants to organisations working with refugees, asylum seekers and new arrivals <p>Due to the continuation of the grants it is not anticipated that there will be any negative impacts on the services they are delivering.</p> <ul style="list-style-type: none"> • 1 grant to an organisation working with a specific BME community <p>In 2015/16 the council's core grant to this organisation enabled them to draw in additional significant Big Lottery resources to support their community and bring in resources the council does not have access to.</p>			
Action Minor	All organisations awarded a grant will be asked to collect diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local BME people.		
Religion/ belief	Neutral	Neutral	Note: This also covers all faith groups and those with no belief
<p>Support to faith based organisations will be provided via the grants recommended within the 'Supporting the Voluntary Sector to thrive and deliver'. The needs of faith groups are accommodated appropriately within the existing model of infrastructure support available to groups and organisations in Sheffield.</p> <p>In 2014-15 two organisations recorded information on faith covering 490 individual beneficiaries. 3.5% of beneficiaries were atheist, 1% Buddhist, 40% Christian, 2% Islam, 27% other, 27% chose not to disclose their faith or information was not collected.</p>			
Action Minor	All organisations awarded a grant are encouraged to include questions about faith/religion/belief in their diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local people of different faiths.		
Sex	Positive	Medium	Note: this includes women and men
Based on evidence collected from 20 organisations awarded a grant from the Voluntary Sector Grant Fund in 2014-15 delivering a wide range of different services, 40% of beneficiaries were men and 57% were women.			

<p>Among the grants recommended are –</p> <ul style="list-style-type: none"> • 2 grants to organisations that run schemes for ethnic minority women. <p>The impact of reduced funding to these two organisations has already been considered under BME.</p> <ul style="list-style-type: none"> • 1 grant that will support work with young women who have experienced sexual abuse. <p>Funding to this organisation has not been reduced and therefore it is not anticipated that there will be any negative impact on service users.</p> <p>The Equality Act 2010, which makes it unlawful for the Council, when exercising a function, to do any act which constitutes discrimination or harassment within the meaning of the Act. The grants to be awarded to single gender services fall within the exemption provisions of the legislation which permit this.</p>			
Action Minor	All organisations awarded a grant will be asked to collect diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local men and women.		
Sexual orientation	Neutral	Neutral	For example lesbian, gay or bisexual groups
<p>None of the recommended grants will go to organisations that have identified LGB people as their target beneficiaries, although LGB people are likely to make use of some of the services provided.</p> <p>In 2014-15 five organisations recorded information on sexual orientation covering 1,391 individual beneficiaries. Of these beneficiaries 3.3% were Lesbian, Gay or Bisexual, 59% heterosexual and 37% of beneficiaries chose not to disclose their sexual orientation or information was not collected.</p>			
Action Minor	All organisations awarded a grant will be encouraged to include questions about sexuality in their diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local LGB people. The Council also endeavours to support LGB people through a range of other initiatives.		
Trans	Neutral	Neutral	Note: transgender both men and women
<p>None of the recommended grants will go to organisations that have identified Transgender people as their target beneficiaries.</p>			
Action Minor	All organisations awarded a grant will be encouraged to include questions about gender in their diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. Where appropriate, organisations will be advised to monitor in line with relevant legislation. This information will be collated and reported annually on the Council website and used to evaluate the effectiveness of the grants in reaching local Transgender people.		
Carers	Neutral	Neutral	Note: this refers to those who provide regular and substantial unpaid care to a disabled adult or child.
<p>Services to carers were not a priority for this funding. None of the organisations recommended to receive a grant have identified carers as their target beneficiaries, although carers are likely to make use of some of some of the services that will be provided.</p>			
Action	None		
Voluntary, community faith sector	Positive	Medium	For example: impact on VCF organisations e.g. access to match funding, viability, hours of opening, staffing levels, referrals etc

<p>All the grants recommended are to local Voluntary, Community and Faith Sector organisations. The availability of Grant Aid is an important and positive boost to the sector.</p> <p>The grants recommended will contribute towards core costs, supporting jobs and volunteering opportunities in the local VCF Sector. 4 grants will contribute to strengthening the infrastructure of the local VCF Sector. In 2014-15 an amount was recommended for a voucher scheme, enabling organisations which represent / serve disadvantaged communities to apply for and be awarded a voucher to purchase the specific support services they need from infrastructure support services. The recommendations for 2016-17 do not include an amount for a voucher scheme. The impact of this on VCF groups is that they will have to use/raise other funds to pay for additional specific support needed.</p>			
Action Minor	<p>All organisations awarded a grant will be asked to collect diversity monitoring for their users, staff and management committee and report this in their grant monitoring returns. This information will be collated and reported annually on the Council website.</p> <p>Organisations awarded a grant to deliver infrastructure support services will be asked to collect diversity monitoring information about the VCF groups they are supporting. This information will be collated and reported annually on the Council website.</p>		
Financial exclusion	Positive	High	Note the impact poverty and on those who are financially excluded
<p>17 of the grant extensions recommended will contribute toward outcomes related to tackling poverty, promoting social justice and financial inclusion.</p> <p>The grant extension to support the delivery of advice in the City will:</p> <ul style="list-style-type: none"> • Ensure that face to face advice is available to anyone who needs it, recognising that advice is concentrated in certain areas of the city • Ensure that advice is available through a range of channels (including on-line self-help, telephone and face to face) • Ensure that the advice needs of a range of vulnerable groups are met <p>The grant to support advice in the City is reduced compared to 2015-16, but this is due to the one organisation receiving additional money in 2015-16 to progress service improvement plans. Therefore, no overall negative impact.</p>			
Action Minor	<p>Outcomes and outputs relating to financial inclusion will be monitored at the end of the grant period. This information will be collated and reported annually on the Council website.</p>		
Cohesion:	Positive	High	Note particular impact on community tensions or getting on well together
<p>16 of the grants recommended will be awarded to organisations that will deliver activity which contributes to outcomes related to building social inclusion and cohesion. Out of these, 5 of these organisations will provide activity that will have a positive impact on community safety.</p>			
Action Minor	<p>Outcomes and outputs relating to building social inclusion and cohesion will be monitored at the end of the grant period. This information will be collated and reported annually on the Council website.</p>		
Armed Forces	Neutral	Neutral	Note implication on serving forces personnel, reservists, veterans or families of
<p>Services to armed forces were not a priority for this funding. None of the organisations recommended to receive a grant have identified armed forces as their target beneficiaries.</p>			
Action	None		

Other options considered	Please note any other options considered/ being considered		
N/A			
Financial implication	Neutral	Neutral	Please detail associated costs of equality implications
N/A			
Summary/ additional:	Positive	High	Please provide a basic summary cost benefits analysis below of the overall impact on service users and the organisation and link to evidence. This should be included in all reports e.g. to EMT, cabinet reports etc
<p>Despite continuing pressures on the budget, this report is recommending a significant investment into the VCF sector, which is then targeted at Sheffield's most vulnerable people. However, the proposed reduction in the budget will inevitably impact on all vulnerable groups. Groups in receipt of funding are asked to provide evidence of efficiency savings they are making in running costs and management costs to minimise the effect on service delivery.</p> <p>Positive impacts have been identified among the range of awards recommended for older people, disabled people, the voluntary sector, BME people, financial inclusion and cohesion in the city.</p>			
Summary of actions Minor	<p>Include lead officer, timescales and how it will be monitored/reviewed</p> <p>All groups:</p> <ul style="list-style-type: none"> To be reviewed quarterly, tied into quarterly monitoring returns to be carried out during the grant period 2016-17: Alex Shilkoff Diversity information collected and collated after the end of the grant period (May 2017): Alex Shilkoff 		
Outcome No change	<p>Briefly detail recommendations whether you need to make any changes to the policy or proposal based on the information above</p> <p>No changes recommended based on the above information.</p>		

Discussed with Lead Member:

Approved (Lead Manager):

Date:

Approved (EIA Lead person for Portfolio):

Date:

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**SHEFFIELD CITY COUNCIL****Cabinet Report**

Report of: Jayne Ludlam

Report to: Cabinet

Date: 17th February 2016

Subject: School Places in Sheffield

Author of Report: Alena Prentice (ext. 53418)

Key Decision: YES

Reason Key Decision: Expenditure/savings over £500,000
Affects 2 or more wards

Summary: This report makes recommendations on the next steps in meeting the pressing need for new primary and secondary school places in the north east and the south west of the city following public consultation. It includes a summary of the response to consultation, an appraisal of the options, and proposals for the next stage.

Reasons for Recommendations: The proposals put forward in this report represent the best outcomes when balancing the various priorities including: ensuring access to great, inclusive schools in every area of the city, getting value for money, protecting green spaces, and meeting housing needs. This has been thoroughly tested through the consultation and the process of appraising the various options since the consultation.

Recommendations:

Authorise the Executive Director, Children, Young People and Families in consultation with the Cabinet Member for Children's Services and Lifelong Learning, and where necessary in consultation with the Executive Director, Place to, take all necessary steps, including bringing forward the necessary capital approval submissions to Cabinet, to:

- i. Commission a new 11-18 school on the car park area of the former Bannerdale site as described in this report.
- ii. Support the temporary expansion of Silverdale to provide an additional 60 secondary school places in 2016/17 and 2017/18 as set out in this report.
- iii. Undertake a 4-week consultation on a proposal to expand Ecclesall Infant School to become a through primary school offering 90 places per year as set out in this report.
- iv. Commission a new 2-18 school on the former Pye Bank School site as described in this report.

Background Papers:

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: Dave Phillips
Legal Implications
YES Cleared by: Nadine Wynter
Equality of Opportunity Implications
NO Cleared by:
Tackling Health Inequalities Implications
NO Cleared by:
Human Rights Implications
NO Cleared by:
Environmental and Sustainability implications
NO Cleared by:
Economic Impact
NO Cleared by:
Community Safety Implications
NO Cleared by:
Human Resources Implications
NO Cleared by:
Property Implications
YES Cleared by: Simon Green
Area(s) Affected
All
Relevant Cabinet Portfolio Lead
Cllr Jackie Drayton
Relevant Scrutiny Committee
Children & Young People
Is the item a matter which is reserved for approval by the City Council?
NO
Press Release
YES

REPORT TO THE CABINET

SCHOOL PLACES IN SHEFFIELD

1.0 SUMMARY

- 1.1 This report makes recommendations on the next steps in meeting the pressing need for new primary and secondary school places in the north east and the south west of the city following public consultation. It includes a summary of the response to consultation, an appraisal of the options, and proposals for the next stage.

2.0 WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

- 2.1 The decisions contained within this report are essential in ensuring that there are enough school places for every school age child in Sheffield. This is a fundamental statutory responsibility of local government and it is essential to Sheffield City Council's focus on enabling children to have a great start in life, achieve their full potential, and contribute to the success of the city. At the heart of the vision for increasing school places in Sheffield is the Council's role in enabling excellent education outcomes and equitable access for all to high quality education.

3.0 OUTCOME AND SUSTAINABILITY

- 3.1 The outcome would be a programme to ensure that there are enough primary and secondary school places to meet population demand in 2016 and beyond in areas where there has been sustained increases in the pupil population over a long period. This includes an assessment of whether the solutions are sustainable in the long term (including the impact on the sustainability of other schools in the city) and their fit with the Council's strategic objectives around education, value for money, housing, green space, alleviating congestion, and considering air quality.

4.0 CONTEXT

- 4.1 The cabinet received a report on 22 July 2015 which set out an outline programme for the provision of primary and secondary places in two key areas of need: the north east and south west of the city. The cabinet agreed that consultation should be undertaken on a range of proposals to meet the need for places. This consultation has been carried out and the results are reported below.

The Strategy

- 4.2 The Council's published vision is for all Sheffield families to have access to great, inclusive schools in every area of the city. This means schools working in partnership to ensure each child reaches their potential, equal access for the most vulnerable children to high quality education, schools at the heart of their communities, and getting best value from all funding opportunities. This must be delivered through each project brought forward under this programme.

- 4.3 The starting point for the strategy is to provide sufficient places in areas of major population growth. The strategy must acknowledge the strong expectation that parents will be able to gain a place for their child at a good local school and be founded on a strong vision of excellence that will support and encourage the aspiration of parents.

The Need for Places

- 4.4 It is important to emphasize the scale of the population growth that the Council is seeking to respond to through these proposals for increasing school places. Births in Sheffield have risen by 25% since 2002 with 1000 more children per year now coming into Reception. The children born in 2012 are the largest birth cohort in the city since 1991. A small reduction of 5% in 2013 has been followed by a levelling off in 2014 and 2015. Throughout this period of growth, places have been added in the areas of pressure. As a result of this work we have been able to retain a very high proportion of families being offered a place at a preferred school – 97% in 2015/16.
- 4.5 The most recent birth cohorts will come through into Year 7 in the middle of the next decade and we can be confident in the need for places at a city level over this period. Longer term is more difficult to predict. The 2013-15 birth pattern could be seen as a sign of stabilisation and Office for National Statistics' projections show a steady increase in births until 2023. Historically the pattern of crests and troughs in birth numbers continues a picture seen since the post-war baby boomer generation. It is possible that births could reduce in the future, consistent with the fall and rise pattern seen in previous decades. However, it is important to be aware that births are only one driver of demand for school places, particularly when looking at smaller local areas. Both the southwest and northeast have an established pattern of young families moving in, which add to existing high levels of demand. If these established patterns of migration continue then school places will continue to be needed most in the areas identified in this report.

Timescale and Decision-Making

- 4.6 As outlined prior to the consultation, decisions are required in the next period to ensure that the places need is met. In the north east, primary places remain under pressure and places will be required from 2017 onwards. In the south west a long-term solution to the primary places need is required from 2017 onwards, following temporary agreements in 2015 at Dobcroft and now for 2016 at Ecclesall. In secondary the growth follows a similar pattern across the two areas, with temporary provision needed in the run up to the most significant growth in 2018 and 2019 and beyond.

5.0 CONSULTATION PROCESS

- 5.1 A six-week consultation was carried out from 5 October to 20 November in line with statutory requirements for school organisation proposals. This was extended by a further week to allow all parties to submit their responses and, in particular, to comment on the alternative options that had been put forward

during the consultation. The response was extensive and the Council was grateful to the many respondents who were involved in the consultation process, offering detailed views and putting forward alternative proposals.

- 5.2 The consultation process offered opportunities for all those affected by the proposals to comment and feedback in ways that suited them. Ten workshops were held at a range of venues and different times of day and all were well attended. The main themes of the discussion were captured at each event. The majority of those who participated in the workshops were parents from the south west area. In order to ensure that parents in the north east were involved, officers arranged a number of coffee morning sessions in Pye Bank and Byron Wood Primary Schools so that parents there would have the opportunity to respond to the school proposals for their area. A meeting of the Local Area Partnership also considered the proposals. Officers also attended community group meetings and a number of parent meetings arranged by governors, including several at Holt House Infant and Carterknowle Junior School, along with a well-attended meeting arranged by parent governors of Sharrow, Nether Edge, Lowfield and Porter Croft Primary schools.
- 5.3 Consultees could also fill in an online survey, submit comments via a web-form, or simply e-mail to the consultation inbox. Many also e-mailed the Executive Director for Children Young People and Families, Jayne Ludlam, MPs, the Cabinet Member, Jackie Drayton, the Council Leader, Julie Dore, and other Cabinet and Ward Members. These emails were all included alongside other responses to the consultation.
- 5.4 In the second half of the consultation, the Council sought to acknowledge and seek comments on the variety of alternative options put forward by consultees and the Council. A further survey about these options was made available on 11th November and one of the main reasons for the consultation extension was to allow sufficient time for participants to fill this survey in. When people submitted a specific, detailed alternative plan, it was shared via the Council website.
- 5.5 There was a high level of engagement with the consultation from governors, school staff, parents and local residents. Overall 1400 responses were received, which is one of the largest ever responses the Council has had about a schools issue. Responses received via each of the consultation routes were as follows:

Type of response*		No received
Online survey responses	Comments on specific proposals (original survey)	294
	Statistical responses (new survey)	306
Web forms and email responses	Sent directly to in-box and sent on from other recipients (see 5.3 above)	224
Workshop feedback	Post-its – first half consultation (original proposals)	3 workshops, 150 attendees
	Post-its – second half consultation	6 workshops, 200+

	(new options)	attendees
	Feedback forms – general comments handwritten	75
	Feedback forms – new options handwritten	10
Community meetings	Carterknowle public meeting, NE Local Area Partnership, Sharrow school area meeting (interpreters), Carterknowle Millhouses Group, Bannerdale site meeting with stakeholders, school coffee mornings	140+ attendees
Alternative plans/submissions	Site plans/proposals submitted as consultation responses	5
Petition(s)	900 signatures	2

The Proposals for Consultation

- 5.6 The Council opened the consultation on 5 October setting out the proposals that were endorsed in the Cabinet paper of 22 July in a consultation document published on the Council’s web page. The proposals were considered against the impact on children’s outcomes, equality and the needs of the most vulnerable, meeting the need for places, value for money, and the impact on the community including traffic and air quality. The proposals were as follows:

North East area
A new secondary school on the former Pye Bank site
Create new primary places by expanding a local primary school, building a new standalone primary school, or a primary phase of the secondary school

South West area
A newly built secondary school co-located with a merged Holt House and Carterknowle Primary in new or extended buildings on the Holt House site
An expansion of Silverdale secondary
A permanent expansion of Ecclesall Infant School and enlargement of Clifford Infant into a through primary by relocating to the Carterknowle Junior site

- 5.7 In the first three weeks of the consultation process there was a very good response to the consultation with many detailed and thorough responses. There were several clear messages coming through about the original proposals, in particular strong concerns around the site/location of primary and secondary provision on the Holt House site and opposition to Clifford moving away from Psalter Lane.

- 5.8 The Council considered this initial response and, in the week commencing 2 November, which was the start of the second half of the consultation, the Council announced that it would be prepared to reconsider the use of the Bannerdale Centre footprint site as a location for a new school, and also asked people involved in the consultation to consider a 3-18 through school as a possible model for the new school. The Council also reiterated that it was important to achieve all of its corporate priorities in the way that the Bannerdale site would be developed, including the development of housing, retention and enhancement of the green space, and consideration of traffic and air quality issues, alongside the development of a new school.
- 5.9 In order to be responsive to the feedback in the consultation, the main alternative options that had been put forward were acknowledged and listed on the Council's website (see appendix 1). Views on these alternatives were then sought through the consultation workshops and subsequently through an online survey made available through the Council's website.

6.0 SUMMARY OF RESPONSES TO THE PROPOSALS AND OPTIONS

North East Proposals

- 6.1 Through the feedback from parents/carers and members of the community in the North East it was clear that the need for more school places was supported and that a new school would be a highly positive outcome for the area. The emphasis was on the importance of establishing an outstanding school offering high quality teaching and learning and of finding a sponsor who would understand and meet the needs of a very diverse community. There were no strong views expressed about how to provide the necessary primary places. The possibility of a primary phase for the new secondary school was discussed at the meetings and the benefits for children and families of receiving a through primary and secondary education under one sponsor and leadership team were endorsed, with some parents keen to stress the importance of appropriate separation between younger and older children. It was recognised that the choice of the Pye Bank site would present an opportunity for regeneration and enhancement of local community facilities, but it was also stressed that the preservation and enhancement of existing recreation space, particularly the Nottingham Cliff Recreation Ground was important to the community.

South West Proposals

- 6.2 The reaction to the Council's initial proposals for the location of a secondary school on the Holt House Infant site, alongside a merged and rebuilt Holt House Infant and Carterknowle Junior met with strong resistance from parents and members of the community. Many were concerned about the proximity of primary and secondary education on a constrained site; others put forward the case that a new school under these circumstances would not be competitive with existing successful local schools. The main alternative cited was to position the new secondary somewhere on the Bannerdale site, possibly in the area of the former footprint of the Bannerdale Centre which had been earmarked for housing. The other secondary proposal, an expansion of Silverdale, was largely

met positively, recognising the benefits of expanding an outstanding local school. However, some contested that Silverdale was the right location for this expansion given that it was King Ecgbert or High Storrs that was more likely to be oversubscribed from their catchment areas. There was also debate about the overall number of secondary places needed to serve the area and whether it would be better to provide all the extra capacity needed in the new school and avoid permanent expansion of one of the existing schools.

- 6.3 In terms of the proposals for primary places, the expansion of Ecclesall Infant school was positively supported in the consultation, although there were some emerging concerns about the potential impact for traffic and parking in the area if there were more children on the Ecclesall Infant site. The Diocese and Governing Body of Clifford Infant firmly rejected the proposal of a move to Carterknowle Junior site and presented their preferred alternative of purchasing the property adjacent to the school on Psalter Lane and adapting it to provide the junior phase space.

Alternative options for the South West

- 6.4 A number of alternative options were raised by participants in the consultation. The Council was keen to note and acknowledge these alternatives, and in the second half of the consultation, offered opportunities for comment on them both at the workshops and through an online survey.
- 6.5 The main alternative to the proposed location of a new secondary school on the Holt House site was to use part of the Bannerdale site. Most respondents thought this was a better location for a new school so as to have a larger, prominent site with access to green space. Amongst those who wanted to see a successful new school established, this was seen as the best way to ensure that it could be established to be competitive with the other highly popular and performing south west schools. However, there were also concerns about: whether the Bannerdale site could accommodate both housing development and a new school; about preserving access to green space for the community; and a possible increase in traffic and reduction in air quality on adjacent roads.
- 6.6 The Council was keen to seek views on the option of a 3-18 through school model for the new school on the Bannerdale site and put this forward as its own alternative option in the second part of the consultation. The Council continues to be supportive of the educational benefits for children of all through provision and published evidence in support of this proposal. However, the feedback on this alternative was universally not supportive. Again it was pointed out that parents did not wish to see close proximity of primary and secondary pupils, and that the replacement of Holt House Infant and Carterknowle Junior by a primary phase of a through school would sever all links with those existing schools and effectively close and replace an outstanding infant school.
- 6.7 There were a considerable number of parents who were worried about the prospect of a new school, that it could not be as good as the existing schools and that it would be better to expand those schools. One way suggested was to use a new site as an annex to create an expanded, split site school with an upper and lower site.

- 6.8 The feedback from parents about the proposals for Holt House and Carterknowle revealed that many parents with children at the Junior school hold the Carterknowle building in high esteem and therefore did not support relocating from the site. Neither was there strong support for extra buildings on the Holt House Infant site, which is considered to provide a precious open green space environment for the younger children. Local residents too were worried about the prospect of more pupils on the Holt House Infant site, the impact on air quality and traffic of increased car journeys to the site and of having more children on the site close to the junction with Abbeydale Road. An arrangement of joint governance and leadership for the two schools was supported by both governing bodies and by the majority of parents. The option of doing so on separate sites was also put forward.
- 6.9 The main response from Clifford school and parents was opposition to relocation away from Psalter Lane. The Clifford Governing Body and the Diocese of Sheffield made the argument that moving from Psalter Lane would sever the school's current links with their community and their linked Church, St Andrews. This position was supported by parents. The alternative put forward was for the school to remain on the Psalter Lane site and to purchase the adjacent property for adaptation as space to accommodate a junior phase. A further alternative was also put forward which would mean enlarging Ecclesall Infant School to become a through primary and to continue to use Ecclesall Junior as the junior phase for Clifford. This was the preferred option of the Ecclesall Infant and Junior Governing Body. The option of building a new stand-alone primary school was not strongly supported and is actually limited by the fact that there are no available sites in the locality.

Other Main Themes

- 6.10 A key issue that arose in relation to the provision of a new school in the south west was the issue of catchment areas. Understandably, there was much anxiety from parents about whether a catchment area created for the new school would include areas already feeding to the existing schools in the area. This stemmed from worries about whether a new school would be competitive with the existing schools with established track records which are already highly popular with parents. For many parents there is a strong link between catchment areas and where they have chosen to live, and the prospect of this changing is unsettling.
- 6.11 Parents were given assurances throughout the consultation that there was no preconceived plan for a change to admissions arrangements. Only once a sponsor is on board and a vision for a new school established would options be drawn up for the admissions arrangements for the new school. Furthermore, these would be subject to a full consultation before any final decision. The timescale for a consultation on admissions arrangements would be Autumn Term 2016 for a new school opening in September 2018.
- 6.12 The other main theme to note in the consultation feedback was the high numbers of responses about traffic congestion and air quality. These particularly related to the impact of development on the Bannerdale and Holt

House sites including both housing and school development, but latterly also to the Ecclesall Infant site once local residents became aware of the possibility of the number of children on the site increasing. Were the proposals to go ahead, these specific issues about the impact of development would be addressed during the planning stages and would be subject to their own statutory consultations. However, due to the level of sensitivity, particularly around the development of the Bannerdale site, an initial assessment of traffic and air quality has been commissioned early following the concerns raised during consultation. This will include analysis of the potential impact of the proposals, and details of indicative mitigation measures. Consultation feedback relating to these issues will continue to be fed into the design work as it develops to help secure building and site proposals that seek to address local needs.

7.0 OPTIONS APPRAISAL

7.1 Following the consultation, work was undertaken to draw together all of the consultation responses so as to ensure that all feedback could be taken into account. This included both the original proposals and the alternative options that arose during the consultation. The Cabinet Member e-mailed all fellow members of the cabinet to inform them that a file had been collated with every response in full. This was made available to Cabinet Members from December 2015 onwards in order to ensure the every response has featured at the heart of the Council's decision making.

7.2 The analysis of each option considered all of the key priorities outlined throughout the consultation. These were the Council's commitment to creating excellent new local schools that parents want their children to go to, while also meeting its responsibilities around value for money, affordable housing, maintained green spaces and addressing traffic congestion and air pollution, within timescales and capital availability. A recommendation for primary and secondary places in the north east and south west areas is set out below alongside a rationale for the recommendation and any further process required.

Secondary and primary in the North East

7.3 The feedback from the consultation acknowledged that there was a need for more school places in the north east at both primary and secondary level. There was broad support for providing a new secondary school in answer to the need, with a post-16 offer. Options for additional primary school places were discussed and the response was generally positive about the option of a primary phase of a new school and the opportunity this would provide for continuity of education and links between families, the community and the school. Parents were keen to emphasise the importance of strong educational leadership, facilities and high quality teaching and learning in the classroom. It was seen as critical that a new school should meet the high aspirations parents in the area have for an excellent quality of education. One important element in sustaining success for the long-term would be that any new school undertakes proactive engagement with the local community and understands the different cultures and needs of its pupils and families. The regeneration of the former Pye Bank school building was seen as a benefit to the area, with some keen to maximise the potential benefits to local recreation facilities through a new school in this

area.

- 7.4 In line with the local response, the recommendation through this report is therefore to commission a new 2-18 school to serve this area of the city through the refurbishment and extension of the former Pye Bank school building. The school would have a minimum of 210 primary school places and 750 secondary school places, alongside a post-16 offer (that may be provided on a separate site once further design has been undertaken). It would open in September 2018. As with all new schools, the design of the building would seek to be flexible to allow for future expansion to meet a demographic need if required.
- 7.5 Through the commissioning process the Council is committed to securing the best sponsor to meet the local aspiration for an outstanding local school. The buildings and design would be commissioned by the Council and it remains vital that this makes a success of the location in terms of an outstanding school facility that supports and enhances recreation space for the local community. And finally, the Council, the new school sponsor, and local stakeholders, would need to work together to develop proposals for a new catchment area that supports access to high quality places and equity with the existing local secondary schools.
- 7.6 Through these proposals and further work the Council is confident it can secure the vision for a new secondary in the north east that meets high local aspirations and provides a positive local development for the area. Further work would need to be undertaken to assess primary places demand and options for short-term expansion ahead of a new school opening.

Secondary in the South West

- 7.7 The need for places at secondary level in this area was largely understood and endorsed during the consultation. The response to consultation was extensive, mainly focussed on the new school proposal, and no single solution was universally supported. Many people saw that a new secondary school with a strong local reputation, equal to the existing local schools, would be a positive for the area and part of the consultation focussed on the elements that would be needed to secure that vision. One important element in sustaining this for the long-term would be that any new school has an intake and pupil body that truly reflects the local community and replicates the track-record and reputation for quality of the existing neighbouring schools. The key issues are therefore around the confidence of parents in the school in terms of leadership and ultimately performance alongside the extent to which the buildings, site and facilities are attractive and match the existing schools. Understandably there were also many local concerns around traffic, access, pollution and the impact on local residents. It is not clear that any of the alternative options for providing school places in the proposed location or elsewhere would serve to reduce overall journeys across the area or have a significantly lower impact.
- 7.8 In line with the views of many respondents, the recommendation through this report is therefore to commission a new 11-18 school to serve this area, away from the existing primary schools. This would be achieved through the development of school buildings on the former Bannerdale car park area and

enhancements to the surrounding green space. The school would have 900 secondary school places initially, alongside a post-16 offer. The design of the building would be flexible to allow for future expansion to 1200 11-16 places if required by future growth in numbers of pupils in the area. It would open in September 2018.

- 7.9 There are then a number of elements of the proposal that need to come together prior to opening that work to ensure the success of a new school. The buildings and design would be commissioned by the Council and it remains vital that this makes a success of the location in terms of an outstanding school facility that supports and enhances local green and recreation space for the local community. And finally, the Council, the new school sponsor, and local stakeholders would need to work together to develop proposals for a new catchment area that supports access to high quality places and equity with the existing local secondary schools.
- 7.10 In view of the risks that were highlighted during the consultation about starting a new school in an area already served by successful and popular schools, there is a need to ensure that the new school can attract a strong initial intake of pupils. This is key to a successful start, and to enabling the school to develop a stable and equitable base from which to grow. The recommendation is therefore to proceed with the temporary increase of places at Silverdale for 2016 and 2017 to provide the places needed across the area in those years, with a further review of the permanent increase of places. This will also allow time for the sponsor of the new school to be identified, and for that to be considered as part of the pattern of provision across the area.
- 7.11 A number of people asked whether it was viable to expand the local schools to meet the long term need. We need to provide around 240 extra secondary places per year by 2020, with the potential for further growth into the next decade. Providing 180 places at the new school in 2018, with potential for future expansion is the best way to secure the new school's intake from opening, whilst retaining the flexibility to meet later growth in the right location at the right time. The alternative of expanding all schools to the limits of site capacity or desirability would not leave the flexibility to expand further in the future. It would also mean that any future deficit could not be met by a new school. This is because any shortfall that remained once all existing schools have been expanded is very unlikely to be big enough to allow a viable new school to be developed. Expansion is also dependent on individual schools and academies agreeing to increase their intake and the council cannot be confident that this would be the case in the future.
- 7.12 Through these proposals and further work the Council is confident it can secure the vision for a new secondary in the southwest that has the confidence of local families and provides a positive local development for the area.

Primary in the South West

- 7.13 It is clear that 30 more primary school places are needed to serve the area broadly defined by the catchment areas of Ecclesall, Dobcroft and Greystones. The consultation feedback continued to confirm Ecclesall Infants as the

preferred location for extra places to meet this growth. The feedback from Clifford Infants was clearly against any move away from Psalter Lane.

- 7.14 One option that was put forward to achieve the extra places in Ecclesall was to create a through primary school of 90 places per year on the Ecclesall Infant site. The governing bodies of both Ecclesall Infant School and Ecclesall CE Junior School favour this option because of the educational continuity it would provide with a single staff team in one set of buildings.
- 7.15 Having listened carefully to the many responses, the recommendation in this report is to propose the option favoured by the Ecclesall governing bodies to create a through primary school on the Ecclesall Infant site. Therefore a further 4-week consultation on a proposed expansion of age range at Ecclesall Infant School would be undertaken prior to a final decision. All necessary steps are being taken to ensure that 30 temporary places are available in September 2016 as planned. The Council is committed to ensuring that these children, once admitted to Ecclesall Infant, will be able to transfer to a place in Y3 within the Ecclesall catchment.
- 7.16 Under this proposal, Clifford Infant would therefore stay on its Psalter Lane site and pupils would be able to continue transferring to Ecclesall CE Junior School as is the current position.
- 7.18 There were also discussions around the proposals for Holt House and Carterknowle. In line with the views of local people, it is recommended that neither a secondary school building on Holt House, nor the move of Clifford away from Psalter Lane, is taken forward. Given the views expressed from Holt House and Carterknowle parents and the fact that there is no specific requirement for additional places in the Holt House/ Carterknowle catchment area, the recommendation is to leave these schools as they are on their current sites.

8.0 NEXT STEPS

- 8.1 If the recommendations are accepted then the following next steps would be required in the next phase:
- Proposed new 2-18 school in the northeast:
 - i. A rapid process to seek an outstanding sponsor
 - ii. Further development of the design leading to planning permission
 - iii. Once a sponsor is on board a discussion of catchment areas leading to public consultation in Autumn 2016
 - iv. Work would also be undertaken with other local post-16 providers to ensure a new post-16 provision complements existing provision to ensure a great combined local offer.
 - v. Ensure sufficient places for local children in northeast area in 2017 through the existing agreement with the local secondary schools to provide sufficient places ahead of the new school opening
 - Proposed new 11-18 in the south west:
 - i. A rapid process to seek an outstanding sponsor

- ii. Further development of the design leading to planning permission
- iii. Once a sponsor is on board a discussion of catchment areas leading to public consultation in Autumn 2016

- Ecclesall Infant: Publish a statutory notice and consult for 4 weeks on the proposal to expand and increase the age range prior to a final decision. Development of the design leading to planning permission.
- Silverdale: proceed with offering 60 extra places temporarily in advance of the new school opening in 2018. Undertake further discussions with the school and the secondary sector, including the sponsor of the new school once known, about the scheduling of further permanent expansion to meet expected long term demand in the south west

8.2 The process of finding the right sponsor for the new schools is an important step in meeting the aspirations of the Council and local families. The Council would run a rapid process in partnership with the Department for Education to invite expressions of interest with the final decision being passed to the Secretary of State in line with the statutory process. The Council will be in a strong position to emphasise the key points made by both communities, particularly around securing a sponsor that commands the full confidence of local parents from the outset.

9.0 IMPLICATIONS

Legal Implications

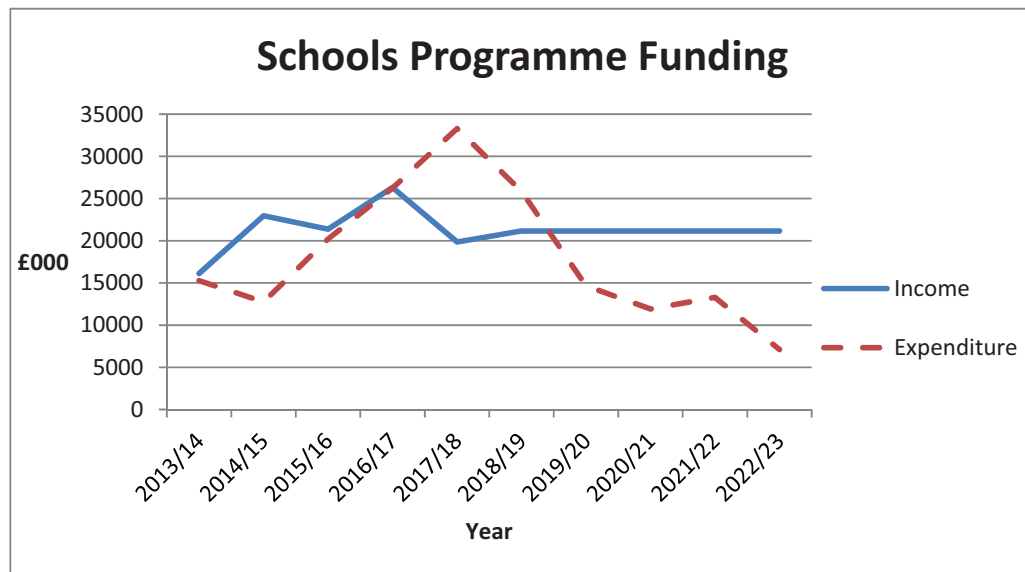
- 9.1 Local Authorities have a duty under section 14 of the Education Act 1996 to secure sufficient school places are available for their area. Proposals to reorganise maintained school provision to meet this requirement, such as expansion and changes to age range, are governed by the procedures set out in the Education and Inspections Act 2006, the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 (“Prescribed Alterations Regulations”), and the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 (“Establishment and Discontinuance Regulations”) and relevant statutory guidance. In the case of existing Academies, any changes would be negotiated directly between the Academy and the Education Funding Agency. The consultation has been carried out in accordance with the legislation and the relevant statutory guidance and this is detailed in section 5 above.
- 9.2 In terms of new schools, under the Education and Inspections Act 2006 as amended by the Education Act 2011, if the Council thinks that a new school needs to be established it must first seek proposals for the establishment of an Academy. The Council would evaluate the proposals and it would then be for the Secretary of State to determine which, if any, proposals they determine should be implemented by way of entering into Academy arrangements.

Financial Implications

- 9.3 The Council receives an annual capital allocation from central government to provide school places known as ‘Basic Need’. Sheffield was allocated £17.2m for 15/16, £21.4m for 16/17, and £15.7m in 17/18 to meet predicted demand.

Central Government has also made available additional “Targeted Basic Need Funding” to tackle specific priorities, and, funded its own programmes through the Education Funding Agency.

- 9.4 The budget estimate for the schemes proposed in this report is assessed at £46m. This is a high level estimate based on the DfE’s average unit costs to provide a pupil place. This estimate is in advance of any detailed design, site and condition surveys and is not a definitive cost. Past experience has shown that schools which are listed buildings or have been out of use for some time do incur considerable expense when renovated.
- 9.5 It is cost effective to provide additional school capacity in fixed blocks creating some underutilisation until all years have come into the education system. Given that the places will be provided in advance of take up, the construction work will be undertaken ahead of the receipt of the funding from Central Government (the Basic Need expansion grant is calculated on the rise in incremental pupil numbers each year). Based on the target budget estimates, and projections of other pupil numbers, it is likely that the Council will face a short term funding gap over the years 2017-18 to 2019/20 inclusive because of the scale and pace of building could outstrip the receipt of grant. This could be between £5m and £12m over a period of four years based on the current projections of pupil numbers, levels of grant and estimated building costs. The cost of funding this borrowing is estimated to be up to £850k over the period 2017-21 based on current interest rate projections. This is an additional pressure on the Revenue Budget above the projections in the Council’s current Medium Term Financial Strategy and will have to be funded from measures yet to be identified. However, given the construction lead times for new pupil places, this is a risk the Council must take in advance of receiving future government funding allocations beyond the current known values up to the end of 2017/18.



- 9.6 The above projections also assume that the Building Condition programme spending will be held at the level of DfE Maintenance Grant (currently just over £4m p.a.). In previous years spend has averaged £6m - £7m per year and there

is a backlog of maintenance work to complete (estimated at £100m). Given this position, containing the spend to £4m may require a *reactive* rather than *planned* approach to maintenance where plant and infrastructure is replaced as it fails. As the plant and infrastructure age, the probability of equipment failure increases and priority would be given to heating and electrical plant which are critical to keeping buildings open.

- 9.7 The Council can apply a number of other mitigations to cope with the scenario if central government grants do not keep pace with the construction programme. These would include bearing down on non-construction costs such as project consultancy fees, tighter procurement if market conditions allow, and, seeking additional resource from central government. The Council could consider using its own limited funds such as the New Homes Bonus. The Community Infrastructure Levy is another possibility as well as other appropriate developer contributions for education purposes, but any CIL revenues may be committed to other projects until at least 2018/19. More detailed feasibility will be undertaken as schemes are developed further. The full impact of this will be reported to Cabinet in future reports seeking capital expenditure authorisation.
- 9.8 A key requirement of central government is that it recognises the long term, front loaded nature of school construction and commits to an appropriate funding stream.
- 9.9 The Council's capital strategy is to fund programmes like Schools using the grants made available from central government for that specific purpose. This leaves whatever resources the Council can gather from land sales for those programmes which receive no central funding but are a priority for Members. As described in paragraph 9.11 below, housing development on the former Bannerdale Centre footprint is expected to proceed. Any change to that may deprive the Council of a proportion of the anticipated capital receipt. Capital receipts are used to fund capital projects which have no other source of funding or support Member priorities. Given that Bannerdale was a prime development site, this receipt has been factored into the long term capital programme. It follows therefore that any diminution of this receipt will require some degree of prioritisation within the programme with the consequent delay to, or postponement of, proposed projects.

Property Implications

- 9.10 The commissioning of a new 2-18 school on the former Pye Bank site will enable the reuse of a landmark listed building, providing a high quality school building and recreational facilities that will contribute to the regeneration of the surrounding area. The topographical challenges of the site and the conversion of a listed building will contribute to the cost of the scheme but represent a significant investment to the upgrading of facilities for the local community.
- 9.11 The Council has fully explored the options available for development of a secondary school building on the Bannerdale site, including the significant response from the consultation on this issue. The proposed siting on the current car park area would enable a well-designed, high quality building to be positioned prominently but sympathetically within the site. This would enable the identified housing development on the former Bannerdale Centre footprint to

proceed, subject to further discussion with the Council's preferred residential developer, and for the capital receipt from the sale of that site to be realised. Liaison with local stakeholders would continue in order to detail the joint access and community usage of the green spaces and sports facilities.

Environmental Implications

- 9.12 Clearly the environmental impact of developing the buildings and sites would need further assessment as designs progress. These will be tested in a more formal manner through the related planning permission processes. In each case the issues raised during consultation would be used to assist the development of plans. This will include an assessment of how issues can be mitigated and reduced and whether existing issues in the local neighbourhood could be addressed through a new school. An example of this could be providing parking for out of hours community use of the green space or access routes, paths or drop off points that could potentially be used for the neighbouring primary schools at Bannerdale.

10.0 ALTERNATIVE OPTIONS CONSIDERED

- 10.1 The recommended proposals for the provision of school places have been subject to considerable amounts of formative discussion and a formal and extended consultation with schools, parents, and the local community. All original options and new options coming through the consultation have been considered equally through this process. Where new secondary schools have been proposed, the alternative option of expanding existing schools has been fully considered in every aspect and deemed insufficient, unfeasible, or educationally unviable to provide the capacity increase needed across the secondary sector in the programme up to, and beyond, 2020.
- 10.2 The option of doing nothing or delaying delivery of the provision proposed is not feasible. It poses significant risks to the Council in not providing sufficient statutory school places and to parents in not being able to secure a school place for their child.

11.0 REASONS FOR RECOMMENDATIONS

- 11.1 The proposals put forward in this report represent the best outcomes when balancing the various priorities including: ensuring access to great, inclusive schools in every area of the city, getting value for money, protecting green spaces, and meeting housing needs. This has been thoroughly tested through the consultation and the process of appraising the various options since the consultation.

12.0 RECOMMENDATIONS

- 12.1 Authorise the Executive Director, Children, Young People and Families in consultation with the Cabinet Member for Children's Services and Lifelong Learning, and where necessary in consultation with the Executive Director, Place to, take all necessary steps, including bringing forward the necessary capital approval submissions to Cabinet, to:

- i. Commission a new 11-18 school on the car park area of the former Bannerdale site as described in this report.
- ii. Support the temporary expansion of Silverdale to provide an additional 60 secondary school places in 2016/17 and 2017/18 as set out in this report.
- iii. Undertake a 4-week consultation on a proposal to expand Ecclesall Infant School to become a through primary school offering 90 places per year as set out in this report.
- iv. Commission a new 2-18 school on the former Pye Bank School site as described in this report.

Alena Prentice
Head of Access & Pupil Services
February 2016

Original Proposals
A new secondary school through the refurbishment and extension of the former Pye Bank School building in Burngreave.
To conduct an options appraisal to determine the best way to offer 30 more primary school places in the Burngreave area.
A newly-built secondary school co-located with a merged Holt House and Carterknowle Primary on the Holt House site.
An expansion of Silverdale Secondary.
A permanent expansion of Ecclesall Infant school.
A merger of Holt House Infant and Carterknowle Junior schools with new or extended buildings on a single site.
Creating junior places for the children who attend Clifford Infant by changing the age range at Clifford Infant to become a through primary school.

Alternative Options
New Council Option – Use the former Bannerdale Centre site for both the new primary and secondary school, possibly a new 3-18 through school.
Build a new secondary on alternative site away from the primary school – eg Bannerdale Centre, former Abbeydale Grange or other site.
Put the housing on Holt House Infant site and use the Carterknowle Junior site and the Bannerdale footprint for the primary and secondary schools.
Put the housing on Carterknowle Junior site and use the Holt House Infant site and Bannerdale footprint for the primary and secondary schools.
Expand the current secondary schools instead of building a new school.
Create the extra places by expanding one of the existing secondary schools, using a site such as Bannerdale as a satellite site and operating an upper and lower school.
Find an alternative site for Clifford Infant to become a through primary school, eg Clifford's alternative scheme to remain on Psalter Lane and expand to a through primary by purchasing and adapting the house next door.
Build a new primary school elsewhere – on High Storrs/Bents Green or Bannerdale.
Build a new 3 Form Entry primary school at Ecclesall Infants and allow Ecclesall Junior to be the junior phase for Clifford.



Cabinet Report

Report of: The Chief Executive and Executive Director, Resources

Report to: Cabinet

Date: 17 February 2016

Subject: Revenue Budget for 2016/17

Author of Report: Eugene Walker, Acting Executive Director of Resources

Key Decision: YES

Reason Key Decision: Expenditure/savings over £500,000
Affects 2 or more wards

Summary:

The City Council on 4 March 2016 meets to consider the Revenue Budget for 2016/17 and to determine the Council Tax for that year

The report provides information to enable the Council to set a budget and determine the Council Tax.

The proposals set out in this report provide for a balanced budget to be recommended to Council.

Reasons for Recommendations:

Please see above

Recommendations:

The report contains recommendations to Council on 4 March 2016

Background Papers:

Category of Report: **OPEN**

If CLOSED add 'Not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).'

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: Mike Thomas
Legal Implications
YES: see Legal Advice section of report
Equality of Opportunity Implications
YES
Tackling Health Inequalities Implications
NO
Human Rights Implications
NO
Environmental and Sustainability implications
NO
Economic Impact
NO
Community Safety Implications
NO
Human Resources Implications
NO
Property Implications
NO
Area(s) Affected
NO
Relevant Cabinet Portfolio Lead
Cllr Ben Curran
Relevant Scrutiny Committee
Overview and Scrutiny Management Committee
Is the item a matter which is reserved for approval by the City Council?
YES
Press Release
YES

BUDGET REPORT 2016/17

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2016/17 REVENUE BUDGET

REPORT OF THE CHIEF EXECUTIVE AND THE EXECUTIVE DIRECTOR, RESOURCES

Purpose of the Report

1. The purpose of this report is to:
 - approve the City Council's revenue budget for 2016/17, including the position on reserves and balances;
 - approve a 2016/17 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 2016/17 budget, the Council ran a budget conversation between November and January that included a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by 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 two main strands this year:
 - Two large corporate budget conversation events in the Town Hall, supplemented by additional activity, including a survey
 - Consultation on particular topics and specific proposals, including meetings with the Voluntary, Community and Faith sectors and Business representatives, that includes informing longer term thinking and Equality Impact Assessments

Corporate Consultation

4. Budget priorities have also been heavily shaped by consultation activity undertaken over recent years that has consistently confirmed public support for

protecting services for the most vulnerable. This year public feedback on our guiding principles has supported our approach to:

- operate efficiently as an organisation
- develop solutions for the longer term
- take early preventative action
- focus on people with the greatest need
- work with our communities to deliver services in a different way

Other significant areas that people wanted the Council to concentrate on protecting, now and in the future, included Parks, Housing, Transport & Roads, Education, Employment, and Libraries.

5. These findings have been developed through both budget and non-budget related activity. This includes consultation that informed proposals in last year's budget, particularly where implementation is being phased over two years in areas such as assessments in Adult Social Care. The first of this year's large budget conversation events in the Town Hall was held in November 2015 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. The open event was attended by over 60 people from partner agencies, representatives of community groups and voluntary organisations, as well as members of the public.
6. The second event, held in January 2016, gave us an opportunity to describe our budget proposals in more detail, and included breakout sessions led by each of the Cabinet Members to discuss some of the most significant proposals in their areas of responsibility. To supplement the public events, we also invited people to have their say via an online survey on the following areas:
 - What services do you want the Council to concentrate on protecting now and in the future?
 - Ideas or comments about how the financial pressure on services in Sheffield should be handled
 - Impact of the changes the Council has had to make.

We also produced a short animated video (www.sheffield.gov.uk/budget) designed to broaden understanding of the budget challenge and our approach and we used this alongside social media, and a city-wide poster campaign to signpost people to the consultation and website.

7. The public events and the survey elicited an extensive range of comments which helped to inform our overall thinking on the budget. These included requests at the public events for further information and explanations, along with people's views on the Government's approach to cuts; different approaches to setting budgets; use of Council reserves, flexibility over charging and contracts; and the impact of cuts on BME communities, disabled people and social housing tenants in the city.
8. The survey asked people how Sheffield council should handle the pressure on services which elicited a range of views. Most frequent responses related to reducing management/admin costs and making further efficiencies, alongside reviewing contracts, more community run services, focussing on core services and the most vulnerable, and getting people into employment. Other suggestions included increasing Council Tax, lobbying government, increasing digital/automation, selling off assets, focussing on upstream prevention, more recycling, and encourage business/devolution. There were also comments around appreciation of the scale of the challenge, the need for care over choice of cuts, as well as some views that some of the cuts should have been done earlier. We also asked people about how changes had impacted on them personally, on their neighbourhoods and on the city as a whole. 85% of people who have responded to the survey so far reported that they had seen an impact, although a small but significant proportion of people didn't feel they had felt any impact as a result of the cuts to the council's budget.
9. The most frequently mentioned areas of impact from changes included waste collection, social care, libraries, public transport, and roads. Other frequently mentioned areas included litter and street cleaning, lack of progress on city centre regeneration, youth services, parks, and physical activity/sports activities.
10. People also gave their views on the draft proposals presented by Members at the second public event. These comments, and the responses to them, will be made available on the Council's budget webpages.
11. More detail on our approach to budget setting and the points raised by people during this consultation event is available on the Council's website at www.sheffield.gov.uk/budget. This information has been carefully considered by officers and Members in developing and refining the budget proposals.

Topic and service-based consultation

12. Alongside our corporate budget conversation, we have also consulted with people about proposals on particular themes or in specific areas. This consultation has taken many forms, depending both on the nature of the proposal and which providers, service users and communities are likely to be affected. This has included consultation with employees where we are proposing staffing reductions.
13. We have in the past been able to protect spend, in relative terms, on areas like adult social care. Although we continue to prioritise support to the most vulnerable and those at risk, the continued reductions in government funding and continuing demand pressures have meant that this protection is no longer possible as the reductions needed in other areas would be likely to lead to these services becoming unsustainable. We have therefore spent a great deal of time talking to service users and providers about our proposals in adult social care, as these proposals represent a significant area of change from current service provision. For example, consultation on the Learning Disabilities Commissioning Strategy has taken place with service users, providers and stakeholders to establish principles and overarching commissioning intentions, in order to enable the development of future specific learning. There will also be consultation taking place in relation to reductions in the reablement services and changes to eligibility criteria, redesign of Occupational Therapy Services and increases to customer contributions to care with current customers and other interested stakeholders.
14. In Children's and Young People's and Families' Services, significant initial consultation and discussion with young people and parents was done last year in relation to changes in Youth Services and our contract with Sheffield Futures. Meetings with Sheffield Futures are taking place to monitor feedback on the potential impact of contract savings.
15. Within Place, consultation has also taken place with external organisations in relation to proposed reductions in environmental sector contracts and there will be continuing engagement with community organisations and other stakeholders in relation to the proposed redesign of Activity Sheffield, and changes within business strategy and regulation – particularly on the proposed approach to dealing with night noise problems in the city.
16. We have also consulted with representatives of the Voluntary, Community and Faith sector (VCF) and Business via the Business Advisory Panel. Issues and concerns raised in discussion with the VCF representatives include the need for

- more/better collaboration and co-production of services/activities and the extent of goodwill in communities that needs tapping into; concerns about the council's commissioning and contracting processes; capacity & capability building funding from the council for small and medium sized organisations; VCF involvement in digital interface between public services and citizens and use of community buildings; the potential for the idea of a Sheffield safety net of a better set of connections to replace the shrinking welfare state; prevention & early intervention and a more systematic approach to people who live in social and private rented housing and finding themselves in difficulties.
17. Aspects of the proposed budget and connections to the broader financial sustainability and business growth agendas were discussed with the Business Advisory Panel in October and December 2015. These discussions included the removal of Revenue Support Grant, Business Rates Localisation and potential for self-financing. Concerns were highlighted around business growth, and the uncertainty created by 12 month cycles which limit the ability to plan with confidence. Key issues and concerns related to focussing on the growth agenda, the importance of the city centre and HS2 station, and self-determination, the need for longer term financial clarity, social care capacity in the city, and education and skills being an issue for businesses attracted to the city.
 18. Consultation on proposals will not stop once the budget has been agreed by Members. Further consultation with those affected individuals, groups, organisations and staff will take place throughout the year as decisions are implemented through the Council's usual governance processes.
 19. All the results of consultation activity will be taken into account when making individual decisions on the proposals. In some cases this consultation activity is not yet complete and therefore firm proposals will be subject to further decision making in line with the Council's usual governance processes.
 20. More information about our approach to consulting on the various budget proposals can be found in individual service Equality Impact Assessments (EIAs).

Medium Term Financial Strategy

21. On 14 October 2015 Cabinet considered a report of the Executive Director, Resources entitled Medium Term Financial Strategy (MTFS) 2016/17 to 2020/21. This report provided an update of the Council's MTFS to reflect the budget decision of the Council for 2015/16 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.

22. The report on the MTF5 indicated that there would be ongoing reductions in Revenue Support Grant (RSG) of 20% or £23.2m per annum over the five year period to 2020/21. The result being the total removal of the remaining £115.8m RSG by 2020/21. This assumption for 2016/17 onwards was based on soundings from various sources (LGA, SIGOMA, CIPFA) and was reaffirmed to some degree via details contained within the government's Summer Budget in July 2015.
23. As well as the RSG reduction, a series of assumptions around business rates income were made:
 - The Council's locally retained share of business rates income would increase by £2m in 2016/17, and;
 - The Council would receive compensation for the 1% cap on the small business rate multiplier in 2016/17 (equivalent to £1.1m).
24. In addition to these funding assumptions, the Council faced additional corporate expenditure of up to £9.2m. This primarily included:
 - additional Streets Ahead costs (£1.8m);
 - provision for funding the increased pension contributions as a result of the 2013 actuarial review (£1m);
 - increased costs as a result of the abolition of reduced National Insurance rates for contracted out pensions schemes (£3.1m); and
 - salary costs associated with the award of half increments (£2.0m).
25. A number of Corporate savings have been identified to reduce the budget gap by partly offsetting the aforementioned RSG cuts and expenditure pressures. These include:
 - Reductions in Capital Financing Costs (£0.8m);
 - Capital financing savings on the Sheffield City Region Local Transport Body Levy (£2.1m);
 - MRP policy adjustment for pre 2007 supported borrowing costs (£4.9m);

- additional CAPITA contract savings (£1.6m);
 - reducing the transfer to the business rates appeal reserve by £2.0m;
 - Places for People accounting adjustment (£5.0m); and
 - utilisation of the ongoing Invest to Save savings, following the full repayment of borrowing to fund the original schemes (£5.1m).
26. In addition to the corporate expenditure pressures there is also the issue of rising costs faced by Portfolios due to variations in inflation, new burdens legislation and levels of demand, particularly in social care services.
27. The overall forecast picture for Sheffield City Council was for a potential shortfall of around £23m (£5.4m net) in 2016/17 rising to a cumulative shortfall of £88m by 2020/21, not including portfolio cost and demand pressures. The final position shown later in the MTFS report is that up to £50m of savings are required – including savings to offset portfolio cost and demand pressures – in order to balance the budget for 2016/17.

Better Care Fund

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

Autumn Statement 2015

30. The Chancellor set out the Government's joint Spending Review and Autumn Statement (AS2015) to Parliament on 25 November 2015. The Spending Review provided further details of how £4 trillion of government money will be allocated to departments over the next five years, with the Government clearly indicating that it intends to prioritize the NHS, Defence and Housing over Local Government.

31. Looking at the projections made in AS2015, departmental spending is expected to continue to fall over the course of this Parliament by an average of 0.8% which the Government states is at half the rate as had occurred in the previous Parliament.
32. The key headlines from AS2015 which were of significant interest to the Council are listed below. Further work was then required to understand the detailed financial implications. More details emerged in the Provisional Local Government Finance Settlement – see next section of this report.
- Confirmation that **RSG will be completely phased out by 2020/21**, and a subtle clue that the national cumulative cut to RSG by 2019/20 will be relatively low (around 56% in real terms; a cut of 80% in cash terms had been assumed in the MTFS), all of which suggests that the remainder would be cut in 2020/21 when localisation of business rates is implemented
 - **2% (adult) social care precept** provides around £3.5m of Council Tax income not assumed in the 2016/17 corporate gap as per the MTFS – further information was required to see if the precept limited the Council’s ability to raise council tax by 1.99% as well.
 - Potentially a share of **£1.5bn of extra Better Care Fund (BCF)** funding to be transferred to local government by 2019/20; again, this had not been built into the MTFS.
 - **Small Business Rates Relief** was extended by an extra year, which meant that the risk of the Government’s £2.5m grant to the Council to compensate for business rates foregone had been mitigated. However there was no news about other mandatory reliefs such as Retail Relief for which the Council also received compensation from the Government. It has subsequently emerged that retail relief, worth over £2m to Sheffield businesses, has been cut.
 - **Public Health** - after 2017/18, the ring fence would disappear and it was also implied that councils would be expected to fully fund those responsibilities from 2020/21 at the latest.
 - **Education Services Grant** would be phased out for schools, which would have a knock-on impact for the Council. There was also a major reform planned to the **funding formula for schools** which Government would consult on early next year.

- **New Homes Bonus** in future years might be reduced from 6 to 4 years' worth of allocation.
- National rates of **inflation** impact on our finances – particularly on Business Rates. RPI was prudently assumed at 1% per annum in the MTFS, although both Treasury and OBR are forecasting RPI at 2% from 2016. An increase in RPI above our latest assumptions is a double-edged sword - it increases cost pressures, but it also increases Business Rates income. At the time of AS2015 we were also awaiting confirmation from Treasury/DCLG of a potential switch from RPI to CPI as the mechanism for multiplier increases. It was subsequently confirmed that RPI would be retained.

Local Government Finance Settlement

33. The Government announced details of the Provisional Local Government Finance Settlement for 2016/17 on 17 December 2015. Unlike the previous year, the 2016/17 Settlement included indicative figures for the four financial years to 2019/20 (the final year of the current Parliament).
34. Below is a summary of the key points identified within the Settlement which focus on the impact for the Council. These are provisional figures; the final settlement is expected in early to mid February 2016.
 - **Change in spending power** in 2016/17 for Sheffield is quoted as a **reduction of 4.3%**; this excludes the previously misleading figures for Better Care Fund and Public Health - nevertheless, Sheffield has fared worse than the national average of 2.8%.
 - **Revenue Support Grant (RSG)** for Sheffield will be reduced by around **£25m, or 22%**, in 2016/17. This is **£2m** worse than projected in the MTFS. However the scale of reduction to RSG in the following 3 years is less severe than projected in the MTFS. By 2019/20, RSG will have reduced to around **£37m** (compared to **£23m** in the MTFS).
 - The **referendum trigger for Council Tax** increases has been increased to **4%**, to accommodate authorities' newly introduced ability to raise a 'Social Care Precept' of up to 2%.

- The national business rates multiplier will increase by 0.8%, which means that the Council's £29m Business Rates Top-up Grant will increase by the same percentage. This is slightly less than the 1% projected in MTFs.
 - The usual level of detail on specific grants is missing, but there is some clarity on **New Homes Bonus** (circa £2m of additional funding in 2016/17) and the "**Improved Better Care Fund**" (first tranche in 2017/18: £2.2m).
35. The Finance Settlement includes the now customary "Settlement Funding Assessment" (SFA) which represents each local authority's share of the overall local government spending control total, i.e. the total amount the Government plans to spend in respect of local government.
36. 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, and;
 - Revenue Support Grant which includes some of the funding allocations that have been specific grants in the past.

Settlement Funding Assessment for 2016/17

37. The Settlement includes a reduction in the SFA of approximately £24m in 2016/17 (see Table 1 below). Although the overall reduction in SFA is broadly as expected, there are variations within the components:
- The business rates baseline is £5.4m less than assumed in the MTFs. The Government's estimate of the business rates baseline is simply based on the baseline set at the inception of the national Business Rates Retention scheme in 2013/14, inflated by the multiplier increase each (which for 2016/17 is set at 0.8% in line with RPI), whereas the Council also took into account factors such as growth in the number of properties liable to business rates, reliefs and the cost of appeals.
 - The level of RSG in 2016/17 is £2m worse than assumed in the MTFs. Furthermore, the figure of £115.8m for RSG in 2015/16 does not include funding for implementation of the Care Act 2014 which was paid as a specific grant in 2015/16 (also known as Adult Social Care New Burdens) but will be rolled into RSG from 2016/17.

38. The comparison between 2015/16 and 2016/17 is set out below:

Table 1

	Actual 2015/16 £000	Provisional 2016/17 £000	Difference £000
Revenue Support Grant	115,837	90,592	(25,245)
Baseline Business Rates Funding			
Local Share of Business Rates	102,516	103,370	854
Top Up Grant	28,883	29,124	241
Total Settlement Funding Assessment	<u>247,236</u>	<u>223,086</u>	<u>(24,150)</u>

39. 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, and;
- Grants that were previously allocated as specific grants and which now have been “rolled up” into RSG and Business Rates Baseline funding. This mechanism was introduced in order to provide the facility for the Government to make the overall Spending Review reductions in local government funding.

Specific Grants

40. The overall impact of the Local Government Finance Settlement will include variations in the level of specific grants that will be allocated to the City Council. Although the majority of funding is now allocated through the Formula Funding process, there remain a number of specific grants from Government in support of service delivery costs. The table below shows the grants that the Council has taken into account when setting the 2016/17 revenue budget. The majority of these grants are already included in Portfolio/Service budgets and the proposals set out in the budget implementation plans.

Table 2

	Actual 2015/16 £000	Budget 2016/17 £000	Variance £000
Housing Benefit Admin Subsidy Grant	2,765	2,551	-214
Council Tax Support Admin Subsidy Grant	798	798	0
Council Tax Support New Burdens Funding	124	124	0
Local Services Support Grant	53	0	-53
NHS Funding	12,399	12,399	0
Public Health	30,748	30,748	0
Business Rates Top Up Grant	28,883	29,124	241
S31 Grant for Small Business Rate Relief	2,500	2,880	380
S31 Grant for Business Rate Cap 2014/15 & 2015/16	1,916	1,490	-426
S31 Grant for Business Rate Retail Relief	500	0	-500
S31 Grant for Business Rate Empty New Build Relief	100	0	-100
New Homes Bonus returned funding	429	0	-429
New Homes Bonus	7,309	9,323	2,014
Independent Living Fund	2,216	2,216	0
Adult Social Care New Burdens	2,644	0	-2,644
Total	93,384	91,653	-1,731

41. The overall net decrease in specific grants of £1.7m for 2016/17 reflects the following key changes:

- Adult Social Care New Burdens funding: the Government introduced £2.6m of new funding in 2015/16 for Sheffield to cover additional statutory responsibilities as a result of the Care Act. This grant has been cut completely and is notionally included in RSG from 2016/17.
- 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% in 2014/15 and 2015/16. 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 and 2.3% for 2015/16. The Government will continue to compensate local authorities for this difference. However, as RPI has steadily fallen to 0.8% for the purposes of setting the 2016/17 multiplier, the compensation is expected to fall from £1.9m in 2015/16 to around £1.4m in 2016/17.
- Compensation for business rates reliefs: as compensation for business rates-related measures introduced and/or extended in the 2013 Autumn Statement, the Council budgeted to receive a number of grants including Small Business Rates Relief (£2.5m), Retail Relief (£500k) and Empty New

Build Relief (£100k) in 2015/16. From 2016/17, the Government will withdraw compensation for all of these reliefs with the exception of SBRR which has been extended by a further year.

- Better Care Fund: this is not shown in Table 2 because it is not currently paid as a specific grant. Contrary to what had been implied in the 2015/16 Settlement figures, the Council did not receive £37.8m from the Better Care Fund; this figure represented the total amount of the pooled budget shared with the NHS, and the actual amount which the Council will receive from the BCF is subject to ongoing discussions with the Clinical Commissioning Group.

Last year, numerous independent commentators stated that it was misleading on the part of the Government to quote the full amount for BCF in spending power figures because it masked the underlying reduction in RSG. CIPFA for example had been quoted as stating that the government's spending power presentation was "disingenuous" and massively underplayed the "true size and scope of the cuts", which it said amounted to more than three times the official government figure. The Government appears to have acknowledged this criticism as they have decided to exclude BCF from their core spending power figures which were published as part of the 2016/17 Provisional Settlement.

- Independent Living Fund (ILF): The ILF scheme closed on 30 June 2015, having previously been administered by Department for Work & Pensions (DWP) and which delivered financial support to disabled people so they can choose to live in their communities rather than in residential care. The responsibility for service users has been transferred to local authorities. No official confirmation of funding to support the transfer of responsibilities from DWP to local authorities was provided in the December 2015 Settlement.
- Public Health Grant: the Government announced in the July 2015 Budget that it planned to cut Public Health funding nationally by £200m in-year. This meant that, of the £30.7m of Public Health grant allocated to the Council in 2015/16, around £1.9m would be cut. Offsetting this, a further £3.5m has been allocated to the Council in 2015/16, along with a transfer of responsibilities from the NHS with effect from October 2015. These responsibilities include health visitor services for children aged 5 years and under. It has not yet been officially confirmed how much Public Health funding will be allocated to Sheffield in 2016/17, hence the figures in Table 2

above show a cash standstill position using the original 2015/16 allocation. These figures will be revised when the final settlement is published.

42. The position above does not include various education-related grants such as Education Services Grant (ESG) and Dedicated Schools Grant (DSG), the majority of which is “passported” to schools. The provisional DSG settlement amounts to £383m for Sheffield, of which it is currently estimated that £329m 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. We do know that ESG will be cut by £500k, and this has been reflected in CYPF’s revenue spending plans and BIPs.
43. 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 £7.3m in 2015/16 to £9.3m in 2016/17. This variation is not included in the assessment of the revenue budget position because it would not be prudent to use time-limited funds such as NHB to sustain long-term commitments. The Council has decided to use NHB to fund projects which help make sites available to developers to encourage new housing developments or bring long term empty properties back into use. NHB is therefore used mainly on capital projects but some projects are used to enhance services normally funded through the revenue budget. NHB-funded projects are approved on a case by case basis and for a specific time period.

Business Rates income

44. In April 2013 the Government introduced the Business Rates Retention scheme. As a result the Council collects all of the business rates in its area, but it is only allowed to keep a share (49%). The remaining portion is paid over to Government (50%) and South Yorkshire Fire Authority (1%). The Council therefore has an incentive to maximise this source of income in order to mitigate the impact of reductions in RSG. Government recently announced Business Rates will be retained locally in full in the course of the next parliament but implementation is not expected until 2019/20.
45. 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.

46. In order to counteract this national imbalance, the Government implements a system of top-ups and tariffs to re-distribute business rates across the country. Authorities with a relatively high level of business rates pay a tariff into a national pot which is then used to pay top-ups to those authorities with relatively low levels of business rates. The Government has set the level of tariffs and top-ups for a period of at least seven years with effect from April 2013, although top-ups and tariffs will increase by inflation over that period.
47. The Council is required to provide an estimate of how much business rate income it will collect and therefore how much it will rely upon in setting the budget for 2016/17. 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 2016/17 that will be based on experience of recent years and the use of the most up to date information available.
48. The first assumption which the Council needs to make is the number of business premises in Sheffield that are liable for business rates. Using 31st December 2015 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 18,028 (18,161 as at 30th September 2014) with an aggregate rateable value of £534.899m (£533.965m as at 30 September 2014). This includes two parts of the city where special rules apply.

New Development Deal and Enterprise Zone

49. 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. On the NNDR1, they are called "Designated Areas".

50. The New Development Deal, which is within 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, the other two being Newcastle and Nottingham. In 2016/17, the amount payable over and above the baseline is estimated at £284k.
51. The Enterprise Zone is located at the Advanced Manufacturing Park off the Parkway. Businesses which choose to re-locate to enterprise zones can receive several financial incentives. The Government also allows the Council to passport all business rates over and above the 2013/14 baseline to the Local Enterprise Partnership (or in Sheffield’s case, the Combined Authority) which then decides how those receipts should be invested. In 2016/17, the amount payable to the Combined Authority over and above the baseline, and including the Government’s Enterprise Zone qualifying relief, is estimated at £968k.

Table 3

	£m	
New Development Deal	3.317	0.6%
Enterprise Zone	5.043	1.0%
Rest of Sheffield	526.539	98.4%
Total	534.899	100%

Calculating the Business Rates Estimate for 2016/17

52. Based on the 2016/17 rating multiplier (the “rate poundage”, which is set by Government) this produces a gross business rate estimated income (the “Gross Rate Yield”) of £260.4m (£259.9m in 2015/16). 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 £37.1m (£38.2m in 2015/16).

- Losses and costs of collection: this includes an estimate of the bad and doubtful debts in 2016/17, the potential legal and other recovery costs. Using the assumptions set out in Government guidance about this, the estimated figure is £2.8m (£3.0m in 2015/16).
53. 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).
54. Appeals are a notoriously difficult area to forecast. The provision for losses due to appeals that was carried forward at 31st March 2015 amounted to £13.7m and was based on information relating to the level of outstanding appeals, assumptions about the likely level of “success” for the claimant and potential further claims lodged. However, because of the large volume of appeals, decisions by the VOA can take several years.
55. As at 31st December 2015 more than 1600 unique properties were under appeal (many of them with multiple appeals). These include appeals relating to significant national issues (GP surgeries, ATM’s, Virgin Media) which could be very costly to the Collection Fund. Using the same methodology as above the provision needed to prudently cover all these outstanding appeals is now estimated at around £24.1m.
56. The forecast of refunds relating to appeals specific to 16/17 rates payable is again problematic. With a revaluation due in April 2017 this is the last year (of seven) of the 2010 rating list and so in theory the number of appeals should reduce as businesses await the re-valuation. The government has also capped the backdated element of future appeals to 1st April 2015 which may discourage appeals as the potential gains are reduced. However given the issues faced in 2015/16 an estimate of £3.4m (compared to £3.8m in 2015/16) has been included for 2016/17.

Overall Business Rates Estimate for 2016/17

57. Based on assumptions relating to reliefs and appeals, it is estimated that the total net business rates for Sheffield will amount to £217.2m in 2016/17 (£214.9m in 2015/16). However, this is then appropriated between Government and local authorities (the City Council and SY Fire Authority) on the 50:50 basis set out in the Business Rates Retention scheme (adjusted for designated

areas). Business Rate income is taken to the Council's Collection Fund where the appropriations are made. The estimated Collection Fund for 2016/17, insofar as it relates to business rates, is shown below.

Table 4

<u>Collection Fund - Business Rates Estimate for 2016/17</u>			
2015/16			2016/17
£'000			£'000
259,881	Gross Business Rates income yield		260,435
-38,208	LESS Estimated Reliefs		-37,070
-3,027	Losses in Collection		-2,787
-3,761	Losses on Appeals re Current Year Bills		-3,385
<u>214,885</u>	Net Estimated Business Rates		<u>217,193</u>

Appropriation of net business rates:

105,661	Sheffield City Council	106,282
2,136	SY Fire Authority	2,151
106,741	Government	107,508
347	Designated Areas	1,252
<u>214,885</u>		<u>217,193</u>

58. The estimated 49% of net business rates for Sheffield amounts to £106.3m (£105.7m for 2015/16). It is proposed that the Council budget for 2016/17 includes this figure as its share of business rates income.

Council Tax income

Council Tax base for 2016/17

59. It is proposed to set a Council Tax Requirement of £176.467m for 2016/17. The option provided by Government to charge a 2% Social Care Precept has also been taken up equating to £3.460m. This brings the total Council Tax Requirement to £179.928m and results in a Band D council tax of £1,360.48. This included a determination that the council tax base – the number of

properties on which a tax can be charged – would be 132,253.72 Band D equivalent properties. This represents an increase in the tax base of 1.55% compared to the previous year.

60. The phrase “Band D equivalent properties” is used throughout this report because Band D is used by the Government as the standard for comparing council tax levels between and across local authorities. This measure is not affected by the varying distribution of properties in bands that can be found across authorities. A definition of Council Tax can be found in **Appendix 10**.
61. A summary of the council tax levels by band can be found in Table 8 further on in the ‘Financing the 2016/17 Budget Requirement’ section of this report. Further details can also be found in **Appendix 6**.
62. The calculation of the tax base for 2016/17 has involved an assessment of the following:
 - There has been an increase in the number of domestic properties that are liable for council tax. An increase in house building has resulted in an additional 1,510 band D equivalent properties.
 - There has been a decrease in the expected CTSS caseload. This reduction amounts to 1,173 fewer band D equivalent properties claiming council tax support.
 - There is an increase of 661 in the number of band D equivalent properties that are entitled to discounts and exemptions. This is mostly due to additional student properties which are exempt from council tax.
 - The estimated collection for 2016/17: 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 2016/17, a prudent collection rate of 95.5% has been assumed (although we still intend to collect 99% over the long term), which is unchanged from 2015/16. 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.

63. The Council Tax Base for 2016/17 has therefore been determined as 130,253.72 Band D equivalent properties, as shown in Table 5 below. This is an increase of 2,022.28 properties (or 1.6%) compared to 2015/16 and will result in an increase in council tax income of £9.5m assuming a 1.99% increase in Band D council tax and a 2% social care precept. Of the £9.5m increase, £2.6m is as a result of the net increase in Band D equivalent properties, £3.4m is due to the proposed 1.99% increase in Band D council tax and £3.5m is due to the social care precept.

<u>Table 5</u>	Band D equivalent number of properties
Council Tax Base of Band D equivalent properties for 15/16	130,231.44
Additional properties in 2016/17	1509.89
Reduction in properties entitled to CTSS	1173.65
Increase in number of properties entitled to discounts / exemptions	-661.26
Council Tax Base of Band D equivalent properties for 16/17	<u>132,253.72</u>

Council Tax referenda

64. 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.
65. 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.
66. The principles in previous years determined that the “basic amount of council tax” is excessive if the 2016/17 tax is 2%, or more than 2%, greater than the tax for 2015/16.
67. The Spending Review and Autumn Statement announced that authorities would be given an additional 2% flexibility on their current council tax referendum threshold, to be used entirely for adult social care taking the total referendum limit to 4%.

Business Planning for 2016/17

68. The Council's approach to managing its financial position in the medium term has been through the Business Planning process. This requires Services and Portfolios to develop business plans which show what activities will be provided in 2016/17 for a specified cash limited budget. The Business Planning process for 2016/17 began before the consideration of the MTFS report by Cabinet in October 2015.
69. The approach adopted to balancing the 2015/16 budget, namely to require Portfolios to find 15% reductions in their net expenditure, did not identify sufficient amounts to balance the budget, requiring a number of corporate items to be identified to bridge the gap (for example savings from the early payment of pension contributions, reduction in the ITA Levy and additional specific grant income). These difficulties reflected that 2015/16 was the fifth year of the Government's austerity agenda, and so ways of reducing net budgets across the board are becoming harder to find.
70. Consequently for 2016/17 onwards a change in approach was proposed. Portfolios are still required to absorb their pressures, so there are still a number of Portfolio-based savings schemes. However to achieve the corporate savings necessitated by the further reduction in RSG from Central Government (a 22% or £25m fall in 2016/17), officers have concentrated on a discrete number of key areas where they believe resources can be released.

Formulation of the budget for 2016/17

71. In formulating the budget for 2016/17 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, along with a summary table (Table 6) which demonstrates how the Council's revenue budget for 2016/17 has been balanced.

Funding from Government

72. The earlier part of the report provided details of the Local Government Finance Settlement for 2016/17. The Settlement resulted in a reduction in RSG of £25.2m for 2016/17. Further details of variations to specific grants are also provided earlier in this report; a summary of the main changes – amounting to a net decrease in specific grants of £1.1m – are as follows:

- Funding for implementation of the Care Act 2014 was paid as a specific grant in 2015/16 (also known as Adult Social Care New Burdens), but will be rolled up into RSG (£2.6m loss of income);
- £600k of grants awarded to the Council as compensation for business rates-related measures introduced and/or extended in the 2013 Autumn Statement, including Retail Relief (£500k) and Empty New Build Relief (£100k), will no longer be funded by Government from 2016/17;
- Reduction in Business Rates Inflation Cap Grant (£426k), offset by;
- Additional Small Business Rates Relief Grant (£380k).
- Additional Business Rates Top Up Grant (£241k).

73. The overall reduction in funding from Government is around £27m.

Business Rate income

74. 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 £106.6m, which is an increase of circa £0.9m compared to 2015/16. This is £3.2m above the assumed retained business rate figure that is determined by Government as part of the Business Rates Baseline (£103.4m).

Council Tax income

75. The determination of the council tax base has resulted in additional income of £9.6m as reported earlier. This assumes that the actual Band D equivalent tax will increase by 3.99% (1.99% City Council increase and 2% national arrangement for the social care precept) from April 2016.

Collection Fund surplus

76. The Collection Fund position has been determined at 15 January 2016, as required by statute. There is an estimated surplus for the City Council of £283k. For further details, please refer to the 'Financing the 2016/17 Budget' section of this report.

77. The 2015/16 revenue budget benefitted from a one-off payment of £3.3m from the Collection Fund based on the estimated surplus for 2014/15. This created a pressure on the 2016/17 budget because no similar surplus was available in 2016/17.

Additional Budget Provisions

78. There are a number of proposed additions to the budget for 2016/17:

- Portfolio pressures: Portfolios are faced with increased levels of demand for services and rising costs of service provision, particularly in the area of social care, all of which is exacerbated by onerous legislative changes to the Council's statutory responsibilities and by loss of funding. The total cost of Portfolio pressures amounts to around £24.6m. Details of the pressures are in **Appendix 1**.
- Employers' national insurance contributions: the introduction of the new state pension from April 2016 will mean the abolition of the "contracted out" rate of employers' contribution. On the basis of the existing payroll size, the Council faces additional costs of approximately £3m from April 2016.
- Pay strategy: the expected net cost of reinstating half-increments after taking account of 3 days' unpaid leave is around £1.9m greater than the 2015/16 budget.
- Streets Ahead: the Council investment in the Streets Ahead contract will result in the required amount increasing by approximately £1.6m per annum from April 2016, as planned. This includes the full debt charges associated with borrowing £135m to finance the acquisition of assets (a saving on the previous borrowing via PFI).
- Social Care contingency: as mentioned previously, the Council is faced with increased levels of demand for services and rising costs of service provision, particularly in the area of social care. These pressures are worsened by the risk of loss of specific grants. To mitigate these risks, the Council is proposing to add a further £1.6m to this contingency budget.

Reductions in budget provision and additional income

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

- Capital financing costs: the Council holds a revenue budget in order to meet the costs of borrowing undertaken to finance the capital programme. On the assumption that market conditions will remain favourable to the Council next year, i.e. interest rates and borrowing requirements will not exceed those stated in the Treasury Management Strategy in **Appendix 7**, it is proposed to reduce this budget by £5.2m.

- Better Care Fund: having drawn down funding from the Better Care Fund reserve in 2015/16 to smooth the transition to pooled budget arrangements with the CCG, a more sustainable funding strategy is being formulated which should result in £9.3m of recurrent funding and/or savings being found from 2016/17;
- Transport Levy savings: the Sheffield City Region Combined Authority Local Transport Body, previously the Integrated Transport Authority (ITA), has been looking at ways of reducing the transport levy in 2016/17. One option being implemented is that by reviewing the basis on which capital financing costs are charged to its main subsidiary the South Yorkshire Passenger Transport Executive (SYLTE), the levy could be reduced by 7.5% resulting in a saving to the Council of £1.9m. As part of the approach to balancing the budget for 2016/17, the Place Portfolio has also been working with SYLTE to look at operational efficiencies which could be included within that Portfolio's overall savings proposals.
- Capita contract: it was announced in Autumn 2014 that the negotiations between Council officers and Capita to identify the potential for further savings on the Capita contract were successfully concluded. This has resulted in savings of £1.6m in 2016/17.
- Infrastructure Investment (New Retail Quarter): proposals relating to the development of the new retail quarter were presented to Members in July 2014. These proposals involve land acquisitions funded by prudential borrowing which could have resulted in capital financing charges to the revenue account. However, it has been possible to capitalise the borrowing costs, thereby releasing all of the existing budget for such charges (£800k in 2015/16).

Contribution from Reserves in 2016/17

80. The budget proposals involve the use of reserves to meet expenditure in 2016/17, and/or smooth costs in future years, for various purposes which are explained further in **Appendix 4**. One of the main uses in 2016/17 is the proposal to re-finance the £25m+ annual payment to South Yorkshire Pensions Authority by gaining access to low interest rates in order to secure an early payment discount. It is proposed to pay one instalment of circa £80m in March 2017 which will cover the 3 years 2017-20.

Table 6

	£m	£m	£m
Reductions in funding from Government			
Reduction in Revenue Support Grant (RSG)		25.2	
Variations in Specific Grant	1.3		
Additional Small Business Rates Relief Grant	-0.4		
Reduction in Business Rates Inflation Cap Grant	0.4		
Additional Business Rates Top Up Grant	-0.2		
		<u>1.1</u>	
			26.3
Portfolio pressures			
Loss of funding		14.2	
Increasing demand on services		3.5	
Pay & price inflation		6.1	
Legislative changes		0.9	
		<u>24.6</u>	
			24.6
2016/17 budget gap before portfolio savings proposals			51.0
Portfolio savings proposals			-27.6
2016/17 budget gap after portfolio savings proposals			23.4
Increase in Business Rates multiplier			-1.0
Additional Council Tax income			
1.99% increase in council tax		-3.5	
2% Social Care Precept		-3.5	
Growth in tax base		-2.6	
		<u>-9.6</u>	
			-9.6
Collection Fund estimated surplus in 2015/16			-0.3
Removal of one-off items			
Collection Fund estimated surplus in 2014/15			3.3
Portfolio 2014/15 Carry Forwards			-1.9
Additional budget provisions			
Increments		1.9	
Employers NI		3.0	
Streets Ahead Contract		1.6	
Social Care Contingency		1.6	
		<u>8.1</u>	
			8.1
Budget reductions / additional income			
Capital financing costs		-5.2	
Better Care Fund		-9.3	
Transport Levy Savings		-1.9	
Capita contract		-1.6	
NRQ infrastructure investment		-0.8	
Other Contingency		-1.0	
Minor adjustments		-0.4	
		<u>-20.2</u>	
			-20.2
Movement in contributions to reserves			-1.8
2016/17 budget gap			0.0

Savings proposals for 2016/17

81. 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 4 March 2016. The total amount of Portfolio savings are £27.6m. If any of these proposals were not to be approved by Council then alternative compensating savings would need to be identified and recommended to Council. Details of the Portfolio savings are in the Budget Implementation Plans (attached at **Appendix 2**).

Table 7

Portfolio	Savings Proposals 2016/17
	£'000
Communities	(10,230)
CYPF	(5,643)
Place	(9,543)
Resources & PPC	(2,191)
Total	(27,607)

Revenue Budget position for 2015/16

82. At its meeting in March 2015, the Council approved a Net Revenue Budget for 2015/16 of £424.060m. The Council increased Council Tax by 1.99% from the previous year – to £1,308.28 for a Band D equivalent property.
83. The level of spending against budget is subject to a rigorous monitoring and review process each month and results in a comprehensive budget monitoring report being submitted to Cabinet which shows the forecast outturn position. The budget monitoring position at month 9, covering the period to December 2015, shows a forecast overspend of £3.2m as per the table below.
84. In summary, the position as at Month 9 shows an unbalanced budget for 2015/16, however the savings proposals for 2016/17 address these areas of overspend to ensure there is no continuation of these pressures. In addition

work is ongoing to identify additional in-year savings to achieve a balanced position by year end.

Portfolio	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s
CYPF	69,009	68,621	388
COMMUNITIES	157,710	156,254	1,456
PLACE	159,068	155,443	3,625
POLICY, PERFORMANCE & COMMUNICATION	2,878	2,592	286
RESOURCES	55,841	56,596	(755)
CORPORATE	(441,315)	(439,506)	(1,809)
GRAND TOTAL	3,191	0	3,191

Balances and Reserves

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

Risk Management

87. Attached at **Appendix 5** are details of corporate risks which will need to be monitored closely throughout the year. The budget proposals identified in this report will be risk assessed and given a risk rating. The implementation of the budget proposals will then be closely monitored and reviewed based on the risk assessment and this will be reported as part of the budget monitoring process for 2016/17.

Levies

88. The Council currently has approximately £26m in its revenue budget for levies. This includes the following levies:
- Sheffield City Region (SCR) Combined Authority Local Transport Board (CALTB) levy; the SCR Combined Authority has approved its budget for

2016/17 on 1st February 2016. A transport levy reduction of £2.8m is expected for Sheffield. This reduction is included in the City Council budget proposals under the Place portfolio.

- Payments to the South Yorkshire Pensions Authority and to the Environment Agency amounted to £0.205m and £0.196m respectively in 2015/16. The figures for 2016/17 are £0.198m and £0.208m respectively.

Portfolio Revenue Spending Plans for 2016/17

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

Our Priorities

91. Our budget for 2016/17 is driven by the five priorities of our corporate plan:
 - **An in-touch organisation:** This means listening; being connected and being responsive to a range of people and organisations; ideas and developments. This includes local people; communities and Government, as well as keeping pace with technology. This means understanding the increasingly diverse needs of individuals in Sheffield so the services we and our partners provide are designed to meet these needs. It also means understanding how to respond. This priority is also about empowering individuals to help themselves and providing opportunities to do this, so they and their communities are increasingly independent and resilient.
 - **Strong economy:** This means creating the conditions for local businesses to grow and making Sheffield an attractive location to start a business. We want Sheffield to achieve our economic potential and for the pace of Sheffield's economic growth to quicken, particularly in the private sector. This means being well-connected, both physically and digitally, building on our success as a city that supports businesses to grow and play a full, distinctive role in the global economy. We want local people to have the skills they need to get jobs

and benefit from economic growth; and to make the most of the distinctive things Sheffield has to offer, such as cultural and sporting facilities.

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

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

- Those in greatest need should take priority.
 - Those with the most resources should make the biggest contributions.
 - The commitment to fairness must be for the long-term.
 - The commitment to fairness must be across the whole city.
 - Preventing inequalities is better than trying to cure them.
 - To be seen to act in a fair way as well as acting fairly.
 - Civic responsibility - all residents to contribute to making the city fairer and for all citizens to have a say in how the city works.
 - An open continuous campaign for fairness in the city.
 - Fairness must be a matter of balance between different groups, communities and generations in the city.
 - The city's commitment to fairness must be both demonstrated and monitored in an annual report.
93. We need to find savings of around £52m to meet grant cuts and pressures in 2016/17 compared to 2015/16. The Council is structured with four large spending portfolios: Communities; Children, Young People and Families; Place; and Resources. Our approach to the budget has been to seek to identify budget savings from different portfolios while bearing in mind the Council's overall priorities and the fairness principles.
94. Our broad approach for each portfolio is set out below.

Communities

95. The Communities Portfolio provides services which aim to ensure, support and promote thriving communities. That people keep well and that when people do need either short term or long term support this is delivered in such a way to maintain and support independence.
96. The Portfolio provides services relating to Adult Social Care, Housing, Libraries and Community Safety. The majority of our budget in 2015/16 was allocated to Adult Social Care amounting to £131.1m. Housing Services not funded by the Housing Revenue account received £19m of investment in 2015/16, and

Community Services including Libraries received £6.1m. Public Health Funding amounted to £21.6m.

97. We work with Partners across a range of organisations to deliver our ambitions for the Portfolio. We will continue to work in close partnership with the Sheffield Clinical Commissioning Group (CCG), further developing the single budget that has been established to deliver health and social care in Sheffield under the Better Care Fund (BCF).
98. We will continue to work closely with the Police and Crime Commissioner (PCC) to ensure that we spend our budget relating to community safety in the best way. We will continue to work with the PCC to build on the co-ordinated and intelligence led approach to ensure our money is being spent where it can have the biggest possible impact.
99. As the demand for our services continue to rise and central government funding for local councils continues to reduce we will build on the existing transformational change delivered over the past three years. This will mean continuing change in how our statutory services are delivered and provided. There are other changes which will impact upon the Communities Portfolio, other than government grant reductions, such as changes to the minimum wage which will potentially impact on providers commissioned to deliver care services by the Council.
100. It is requested that authority is delegated to the Executive Director of Communities to approve any uplift in payments to providers in respect of care homes and domiciliary care providers. Any uplift is currently subject to negotiation with the Council's external providers and will be limited to agreed budgetary levels.
101. Central Government has given local authorities the power to raise additional Council Tax to pay for the increased costs of Adult Social Care. As part of the proposed budget it is the intention to raise Council Tax by the 2% allowed by Central Government to offset some of the increased costs of Adult Social Care.
102. As mentioned above, the Adult Social Care budget for 2015/16 is around £131.1m. It is proposed to increase this budget to £134.6m in 2016/17. This additional £3.5m of investment into Adult Social Care is funded by the social care precept.
103. The vision that underpins our continued service delivery is organised into three main elements:

Thriving Communities – We want our services to support communities to build strong links and to have places to come together. We want people to feel they are listened to and enable them to access support and gain benefit from community infrastructure, assets and actions.

People Keeping Well – We want our services to enable people to make informed choices to help them achieve their goals. We want people to be able to access appropriate support at the right time to maintain or regain their wellbeing. We will identify those at risk of declining well-being and help them to access services to ensure they are pro-actively supported. We want to work towards ensuring people live in accommodation which supports them to live well. We want to enable people to access good quality, innovatively delivered support which represents good value for money.

Active Joined up Support – We want to enable people accessing short or long term support to be in charge of their own lives. We want to enable our Staff and the people who contact us to have better conversations about the support they need to regain or maintain their independence, safety and well-being. We want to support people to define their well-being goals and capture them in a single plan. This plan will cover their whole lives and people will get joined up support to ensure the delivery and development of a single plan.

104. We are committed to ensuring that Sheffield people can stay healthy, stay out of hospital and live independently at home for as long as possible. The city has set out its priorities in this area in the Health and Wellbeing Strategy and this is reflected in our new Corporate Plan for 2015-18. We will therefore focus our remaining spending in this area on:

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

105. We continue to work very closely with NHS Sheffield Clinical Commissioning Group (CCG) and have developed a single budget for health and social care under the Better Care Fund in 2015/16. This approach to a single budget will continue and be further developed in 2016/17 and beyond. The joint budget in 2015-16 of £270m went significantly beyond the statutory minimum requirement

of £42m. The Council element of this budget was £116m and has demonstrated a real commitment to the benefits of joint working. The exact composition of the Better Care fund in 2016-17 is still being finalised and will include further areas for joint working and collaboration. The Better Care Fund includes expenditure on four areas of People's need, focussing on those at risk of admission to hospital and those for whom there is the greatest opportunity to maintain their well-being:

- People keeping well in their local community - incorporating GP care planning, focussed on preventing avoidable crises (£6.9m Budget 2015/16).
- Independent living solutions - recognising the current joint commissioning arrangements for community equipment and the opportunities presented by the expiry of the current contract (£7.6m Budget 2015/16).
- Active Support and Recovery - to improve the range and efficiency of out of hospital step up and step down services, to reduce admissions to hospital and support re-ablement, reducing admissions to long term care (£1.8m Budget 2015/16).
- On-going care - integrating our assessment, placement, quality management and contracting processes to ensure a shared focus on achieving the most effective care for people, and avoiding the unproductive cost shift between health and social care that has often characterised approaches to achieving savings as single organisations (£88m Budget 2015/16).

106. The BCF joint arrangements came into effect from April 2015 and we continue to work closely with health colleagues in order to maximise the impact of spend in this area and eliminate duplication. The Better Care Fund as outlined above is one example of how we are working hard to make services more joined up and efficient.

107. The scale of the continued funding reductions means that we continue to have to make difficult decisions. In 2016-17 some of our main areas for reducing costs in the area of Adult Social Care are:

- Continuing to develop the supply and market for Learning Disability support. We expect to see further cost improvements of £1.6m across various parts of our LD service.

- Further reviews and reassessments in Learning Disabilities to ensure that clients are receiving the correct levels of support delivered in the most appropriate way to deliver £1m of savings.
- Improvements in targeting our discharge management services to release savings of £2.2m.

108. There have also been central government cuts to public health funding. This has led to savings to the value of £1.4m being proposed. There are a variety of proposed savings which include:

- Income generation and alternative funding - £250k
- Staffing efficiencies to be generated through new ways of working and re-organisation - £600k
- Contracts savings - £489k, relating mainly to the provision of drugs and alcohol services
- Other efficiencies – £20k

109. Changes to our library service to introduce a new structure and service were implemented from October 2014. This implementation included asking some community groups to take over the running of some libraries, whilst still having a core network of council run and staffed hub libraries. In order to maintain the viability of the non-council run libraries we will be supporting these groups to demonstrate the long term viability once allocated funding ceases after 3 years.

110. 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.

111. As a local authority, we spend a relatively small amount of money keeping Sheffield safe, 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.

112. 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.

113. In addition to the above, we support specific groups of people - for example, we spend about £8.5 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.

114. Over the next year, we need to continue the work already started to keep Sheffield safe and secure whilst maximising value for money, by reducing our spend accordingly. 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.

115. We will continue to target how small grants are spent, based on what the street-level response and anti-social behaviour teams tell us. Part of our remaining budget is spent on a fund for supporting communities in crisis.

Children, Young People & Families

116. Our ambition is that all children, young people and families in Sheffield achieve their full potential in all aspects of their lives; that they have the best start in life, go to great schools, are safe and healthy, active, informed and engaged in society.

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

118. We will continue to respond to increases in demand for services and in the range of our statutory duties and expectations of Inspectors (e.g. Ofsted). Our approach will be creative and transformative in the way we work and deliver services to ensure that outcomes for children, young people and families continue to improve.

119. In 2015/16 we are forecasting to spend in the region of £70m cash and £15m of Public Health grant on delivering services for our children, young people and their families. A further £428m of funding was allocated separately by government for schools.
120. We've made a lot of changes to how we commission, deliver and pay for services –increasingly working with all our partner organisations, including schools, and seeking alternative funding streams. We are committed to protecting as far as we can services to children, young people and families and this will always be a priority for us and is where we spend the majority of our revenue budget.
121. The strategies that underpin our ambition for successful children, young people and families are shaped in three main areas:
- **Keeping children, young people and families safe, healthy and strong and giving every child a great start in life.** Our services focus on safeguarding, learning difficulties/disabilities, early intervention and prevention and the city's health strategy for children and young people. We provide multi-agency support services for children with additional needs and for social care services for Children in Need (CIN), including those at risk of harm, in need of accommodation and those looked after. Our services promote the early identification of children in need and deliver high quality preventative and supportive services that enable children to achieve their potential, through good quality assessments that inform effective plans to address children's needs, including the need to be safeguarded, and improve their outcomes. We will ensure that services are put in place to support children living within their families wherever possible. Where children cannot remain in their families we will make timely decisions to ensure that they are secured in a permanent placement as soon as is possible. We will deliver, monitor and provide the highest quality care and placements for our looked after children.
 - **Developing skills for life and work and encouraging active, informed and engaged young people into further education, employment or training.** We target our resources in supporting those teenagers and young adults who are most at risk of not being in education, employment or training (NEET), we work to create the technical pathways that better connect education and employers and we are working with government to redesign the skills system so that it better meets the needs of the local economy. In this, we are leading the way nationally: we are delivering a City Deal that will

create 4,000 new apprentices and 2,000 better skilled employees in Sheffield and the city-region; and we are helping to redesign a devolved skills system that is better able to meet the training priorities of our residents and our businesses.

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

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

122. We are seeing significant and growing demand and need in areas such as special educational needs, emotional health and wellbeing and poverty. These are set alongside changes in legislation and policy which impact on the way in which we operate and the expectations children, young people and families have of us. Most significant among these are the Children & Families Act 2014 (and the linked Care Act), National Minimum Wage; this represents an ongoing shift towards more autonomy for schools. These demands and changes in legislation mean a financial pressure of £5.6m across the Portfolio. Further pressure is recognised across education spending due to demographic growth and year on year flat cash settlements.
123. We plan to mitigate around £3m of these pressures within current budgets and resources e.g. re-profiling of grants and through re-negotiation of contract prices without generating any negative impacts for the customer and our employees.
124. We will also continue our work in the redesign of Youth Services and will jointly invest with CCG and other health colleagues in early intervention and prevention strategy to reduce cost within high end social care services (£1.2m).

125. We will seek to increase income from traded services and we will restructure services to enable reductions in management and running costs. For example, we will develop an offer between SEND and Children with Disabilities Team to provide integrated services for families (£1.4m).
126. We have also identified a programme of key initiatives to enable a sustainable strategic response to growing demand and need. These are:
- Delivering a step change in the consistency and quality of practice in support for children and young people with additional needs through an inclusive locality school based model of delivery, meaning more local control and influence over resources. We will establish an integrated locality model building on the current Early Help and Support Services (MAST) and a reorganisation of our Inclusion Service.
 - Transforming SEND provision in response to new legislation for closer integration of Education, Health and Care services.
 - We will continue to work in partnership with schools through Learn Sheffield (the newly established schools company), to give responsibility to schools wherever possible. We will work with others to increase the scope and potential of “school to school” improvement partnerships, so their knowledge and expertise can jointly lead the improvement needed. This means all our schools seeking improvement; so that outstanding schools truly excel alongside the best in the country and they also support other schools to improve.
 - A review and re-design of services to schools – we will review the services we currently provide, trade and commission to ensure alignment with the changing needs of the education sector whilst also ensuring best value for money.
 - A continuation of support to young people and adults into further education, employment or training, increasingly targeting resources to those who most need our help and support and where we can have the biggest impact, including vulnerable young people and adults facing the greatest barriers to work.
127. Our Public Health grant allocation will also be significantly reduced in 2016/17. We will work with the Sheffield Teaching Hospital NHS Foundation Trust to continue to integrate and redesign the delivery of Sexual Health Services. Following the transfer of responsibility to Local Government of Health Visitors,

we will work in partnership with Sheffield Children's NHS Foundation Trust to develop a 0-19 Health Child Programme Service by remodelling and integrating children and young people's health services. This redesign and changes to delivery methods will aim to release savings of around £1.3m over the next 3 years.

128. £126k will be delivered through a restructure of the CYP Public Health staffing function and £88k saved against Education Support Allowance Pathway programme.

Place

129. The Place portfolio works to strengthen Sheffield's economy even further - helping existing and new businesses to grow, and to provide more and better jobs.
130. 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.
131. 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.
132. 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, such as the Sheffield Retail Quarter, will continue to transform the city over the next few years.
133. Work will complete shortly in the West Bar area removing 500m of redundant highway and replacing it with a green environment. Plans are being developed for the regeneration of the Castlegate area too. Outside the city centre, the Council has played a major part in the redevelopment of the former Don Valley Stadium creating a setting for both public and private investment.

134. Our ambition around creating a competitive city with a strong economy and great assets and transport links will not change, but how we go about it will. In particular, we are going to have to pay for things in different ways and influence our partners, like us, to find new ways of preserving activity by working more efficiently.
135. We also want Sheffield to be a city that has successful places and sustainable communities with access to high quality housing, local services, shops, and jobs, as well as having excellent parks, streets and other physical infrastructure. Our ambition is that everyone in Sheffield should have a high quality of life, and that people feel proud of where they live.
136. 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.
137. 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.
138. 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.
139. We will spend around £129 million this year on all these things.
140. Next year, we need to reduce our portfolio budget by a further £10 million to meet the reduced central government funding and pressures. Not only do we need to reduce how much we spend; we need to do it quickly. The level and pace of change 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.
141. A key part of this strategy is working with our long term contract partners to **reduce the cost of delivering the Streets Ahead programme** to renew and

maintain roads, pavements and street lighting by around £0.9m, and save a further £0.6m by obtaining an alternative form of financing..

142. As part of an agreed plan being led by the South Yorkshire Passenger Transport Executive, we aim to reduce our spending across this area by around £0.9m next year.
143. We will reduce our spend on **cultural and sports facilities** in the City by around £0.6m, as part of a 3 year funding agreement with the Sheffield City Trust and other new management arrangements introduced.
144. 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**. There will be a small increase in parking charges in the Peripheral Parking Zones outside the city centre and the additional income will be reinvested in the Transport Budget. Those charges that do increase will be benchmarked against market rates.
145. Approximately one-third of the savings will come from having less staff. Some of these savings are to be realised through deleting vacancies we have held open over the last twelve months by doing things differently.

Resources

146. We have a number of corporate services which support Sheffield residents in their day to day lives. These include the Council's Customer Service Function and our service for assessing and paying benefits and collecting council tax and business rates.
147. 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
148. 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.
149. In addition, Services require the necessary 'infrastructure', which includes providing council buildings, transport services and information technology systems.
150. We have already made substantial savings in these areas. We are reducing the number of offices we occupy: consolidating 27 locations into three city centre sites, thereby avoiding expenditure of £34 million over 10 years.
151. Since 2010/11 we have reduced our annual spend on central costs by nearly 30% and some central services have experienced reductions of over 50%. These reductions equate to an annual saving of over £14m. By reducing the cost of our corporate services we have been able to protect frontline services. .
152. For 2016/17 further reviews and rationalisation of accommodation, contracts, systems and processes have identified nearly £1m saving per annum.
153. Many corporate services have small core budgets and are increasingly reliant on trading income (some are fully traded, so receive no budget allocation) – this trading income is effectively subsidising the strategic functions that would need to exist irrespective of general services to Council departments, such as Legal and Governance. It would therefore be high risk to reduce such service budgets much further.

Public Health

154. As a consequence of the Health and Social Care Act 2012, substantial public health responsibilities were transferred to local authorities on 1 April 2013.
155. 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.
156. Local authorities were given a ring-fenced Public Health grant, which took into account estimates of baseline spending, including from PCT recurrent resources and non-recurrent resources, such as the pooled treatment budget and drugs intervention programme, and a fair shares formula based on the recommendations of the Advisory Committee for Resource Allocation. The grant allocation for Sheffield was £29.665m in 2013/14, rising to £30.748m in 2014/15. As per the Local Government Finance Settlement announced on 18 December 2014, the allocation was frozen at £30.748m for 2015/16.
157. During 2015/16 the DoH announced that they were reducing the Public Health Grant by £200m nationwide. The amount that was to be taken from Sheffield was only decided in late November and this amounted to a £2.134m reduction in year. This in year reduction has been found.
158. The budget for 2016/17 has not yet been announced however, it was known that the £200m cut was recurrent and an additional 2.2% reduction was to be applied to the allocation for Sheffield. In addition as identified in the budget paper for 2015/16 a reduction £2.5m was anticipated. In the event only £2.045m was found, with a shortfall of £455k to be resolved. Taken together, this amounts to about £3.2m.
159. The saving target of £3.2m has been identified from all the activities undertaken with the Public Health Grant. Further details of the individual saving proposals can be found in the Portfolio Budget Implementation Plans (BIPs).

Financing the 2016/17 Budget Requirement

160. 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 2016/17. 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)

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

Council Tax

162. After taking account of the Revenue Support Grant, Business Rate income and Top Up Grant for 2016/17, the total amount to be raised from council tax amounts to £179.928m: this is the Council’s Council Tax Requirement.

Collection Fund

163. 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 £283k.

Council Tax Base

164. On 15 January, the Director of Finance, under delegated authority, approved the calculation of the Council Tax Base for the 2016/17 financial year. The amount of the Tax Base is 132,253.72 Band D equivalent properties.

Budget Requirement for 2016/17

165. If the Council votes in favour of increasing the Council Tax by 3.99% (1.99% City Council increase and 2% national arrangement for the social care precept), this will mean the Budget Requirement for 2016/17 will be £406.492m, as shown in the table overleaf.

	2015/16 £'000	2016/17 £'000
Service Expenditure	424,060	406,492
Total Expenditure	424,060	406,492
Financed by:		
Revenue Support Grant	115,837	90,592
Business Rates	105,661	106,565
Top Up Grant	28,883	29,124
Council Tax	170,379	179,928
Collection Fund Surplus	3,300	283
Budget Requirement	424,060	406,492
	£	£
Band D Council Tax (City Council)	1,308.28	1,360.48

Council Tax Levels

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

Table 8

Band	Multiplier	Value (up to) in 1991	Chargeable Properties %	Tax £
A	6/9	£40,000	58.5	906.99
B	7/9	£52,000	15.9	1,058.15
C	8/9	£68,000	12.6	1,209.32
D	9/9	£88,000	6.4	1,360.48
E	11/9	£120,000	3.7	1,662.81
F	13/9	£160,000	1.7	1,965.14
G	15/9	£320,000	1.1	2,267.47
H	18/9	over £320,000	0.1	2,720.96
			100.0	

Precepts

South Yorkshire Police and Fire & Civil Defence Authorities

167. The budget proposals of the South Yorkshire Police & Crime Commissioner (PCC) and of South Yorkshire Fire & Rescue Authority are to be finalised during February. Details of the approved precepts will be submitted to Council on 4th March 2016.

Parish and Town Councils

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

	Council Tax Income	Grant from Council	Total Precept on Collection Fund
	£	£	£
Bradfield Parish Council	223,611	10,005	233,616
Ecclesfield Parish Council	141,242	10,041	151,283
Stocksbridge Parish Council	111,299	7,224	118,523

169. In 2013/14 the Council received a specific grant of £82k for the purposes of compensating Parish Councils for the loss of council tax income as a result of the introduction of the Council Tax Support Scheme (CTSS). From 2014/15 this specific grant was no longer provided by Government. Nevertheless, in March 2014, the Council voted in favour of still compensating Parish Councils in full for the loss of council tax income as a result of CTSS, which was £47k in 2014/15. This was despite the fact that the Council had to absorb RSG reductions in excess of 20% over the period 2014-15.
170. After considering a number of options, Full Council agreed in March 2015 to reduce the Subsidy provided to Parishes in line with the anticipated RSG cuts. The grant was cut 28% in 2015/16 and the remaining Subsidy is to be cut by 20% per year until the end of 2020/21.
171. The Council is therefore proposing to reduce the CTS subsidy to Parish Councils by 20% in 2016/17, to a total of £27k as shown in the table above. The total reduction is thus £7k

Legal Advice

Responsibility of the Chief Financial Officer

172. 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
173. 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.
174. 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**.
175. The Local Government Finance Acts of 1988 and 1992 specify that the City Council determines its Revenue Budget before 11 March each year. The City Council is also required by Section 30 of the Local Government Finance Act 1992 to set its Council Tax after having determined its Revenue Budget requirement in accordance with the provisions of section 32 to 36 of the Act. Details of how the Council Tax has been calculated are included as part of the Council Tax resolution in this report at **Appendix 6**, which is set out as required by legislation.
176. The Chancellor in his 2015 Autumn Spending Review announced that local authorities with responsibility for adult social care, which includes the Council, would be given an additional 2% flexibility on their current tax referendum threshold to be used entirely for adult social care. Following the House of Commons approval of the Local Government Finance Report the Secretary of State has issued a notice under Section 52ZY of the Local Government Finance Act 1992 which requires the Section 151 Officer to provide information demonstrating that an amount equivalent to the additional council tax has been allocated to adult social care within seven days of the Council's budget being set.

177. 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.
178. 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).
179. 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.
180. 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

181. 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 13 January 2016.

The Outlook for 2017/18

182. As mentioned earlier in this report, the Provisional Local Government Finance Settlement for 2016/17 also included indicative figures for the four financial years to 2019/20 (the final year of the current Parliament).
183. The indicative figures show that RSG is projected to reduce by around 68% cumulatively over the next four years (compared to 80% as assumed in the Council's MTFS published in October 2015). Whilst there was missing information about certain specific grants such as Public Health, the Settlement did include limited details of new sources of income such as the BCF grant and the social care precept.
184. As a result of this new information and to enable the Council to begin the business planning process for 2017/18, officers have started work on preparing a revised Medium Term Financial Strategy for 2017-22.

Treasury Management Strategy

185. As part of its budget decision the Council is required to approve a Treasury Management Strategy for 2016/17. Treasury Management relates to the management of the Council's investments, borrowings, and banking operations.
186. 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.
187. 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.
188. The Sheffield City Council Treasury Management Strategy for 2016/17, 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

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

Workforce Impact

190. There are a number of potential workforce impacts as a result of the recommended actions in the report.
191. The potential workforce impact arising from the recommended savings proposals to set the 2016/17 budget equates to a reduction of approximately 248 full time equivalent (FTE) posts although the reduction once vacant posts are taken into account falls to 222 posts. The Budget Implementation Plans (BIPs) attached at **Appendix 2** contain details of these reductions. This will be managed in the first instance through deleting vacant posts, voluntary early retirement (VER) and voluntary severance (VS) schemes where appropriate and then through the Council's Managing Employee Reductions (MER) procedure to achieve the balance of reductions and re-design services.
192. VER/VS activity and the outcomes of MER processes have been the subject of Equality Impact Assessments (EIAs) as described in the Equality Impact section of this report, and they will continue to be monitored on an ongoing basis to ensure there is no disproportionate impact on any group within the workforce.
193. Consultation is taking place with the trade unions at a corporate and portfolio level to identify opportunities to mitigate redundancies.
194. The Council is required to submit an HR1 form each year to let the Government know of any potential Council redundancies. This form includes an estimate of how many potential redundancies we think we may have to make in the year ahead. As mentioned later in this report, an estimate of up to 400 redundancies has been made for the purposes of the 2016/17 form. This estimate is higher than the figure of 248 FTE mentioned above because of the restructure of the Housing Service; this service is funded by the Housing Revenue Account, and is therefore covered separately in the 2016/17 HRA Business Plan approved by Cabinet in January 2016.

Pay Policy

195. In accordance with the Localism Act the Council is required to publish a Pay Policy for 2016/17. Details of this can be found in **Appendix 8**.

Members' Allowances

196. Prior to 1 April each year, the Council has to agree a Members' Allowances Scheme for the forthcoming financial year. At least every four years, or whenever the Council wishes to amend its Scheme, its Independent Remuneration Panel has to consider the Scheme (and any changes being proposed by the Council) and make recommendations to the Council.
197. The Independent Remuneration Panel reviewed the whole of the Scheme in March 2013 and the Council, at its annual meeting on 15 May 2013, having regard to the recommendations contained in the Panel's report, made substantial revisions to its 2013/14 Scheme. The revisions that were made to the structure of the Scheme, when allied to fewer appointments of Members to positions of Special Responsibility in 2013/14, resulted in financial savings being achieved of approximately £96k over a full year.
198. The 2013/14 Scheme was also implemented for 2014/15 and then again for 2015/16 (with a minor change to include an additional approved duty regarding attendance at meetings of Local Area Housing Forums).
199. Following approval of the 2014/15 Scheme, regulatory changes were introduced relating to a phased removal of Members' entitlement to participation in the Local Government Pension Scheme, meaning that savings have resulted in the 2014/15 and 2015/16 financial years, and will do so again in the 2016/17 financial year, on the amount of superannuation contributions that the Council makes. A savings proposal from the Members' Allowances budget in 2016/17 of £28K has been put forward relating to these superannuation savings.
200. As regards the Scheme for 2016/17, officers have not identified any forthcoming changes in the structure or operation of the Council's decision-making arrangements which would require consideration by the Independent Remuneration Panel due to their impact on the structure of the Scheme, and, accordingly, it is recommended that the 2015/16 Scheme be rolled forward unchanged for 2016/17. The Council will be required to reconvene the Independent Remuneration Panel in Autumn/Winter 2016 to undertake a review

of the Scheme to ensure the requirement for the Scheme to be reviewed at least every four years is met.

201. The Council is therefore recommended to agree that the Members' Allowances Scheme for 2013/14 and onwards, approved on 15 May 2013, and implemented for 2014/15 and for 2015/16, be also implemented for 2016/17.
202. The Scheme contains provision for the allowances to be adjusted on an annual basis in line with an agreed index. The index that has been used for many years for applying to the allowances is the average percentage officer pay award in Sheffield, although the Council has agreed not to apply an annual increase each year from 2010/11, including in the last three years when Council employees received a pay rise.
203. Provision of 1% has been built into the Council's revenue budget for 2016/17 towards the costs of the pay award to Council officers in that year. There is provision within the Members' Allowances budget proposed for 2016/17 to accommodate a 1% uplift on the Basic, Special Responsibility (including the Pensions Authority), Childcare and Dependent Carers' and Co-optees allowances, which would cost approximately £14k with on-costs. However, the Administration will be recommending to the Council that, for the 6th consecutive year, it agrees not to apply an annual increase to the allowances in 2016/17. The use of the £14k elsewhere in the Council's Revenue Budget for 2016/17 has already been assumed.

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 which 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, poverty, health and wellbeing, carers and cohesion.
208. Decisions will affect different people in different ways. It is possible that the 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 disabled people, 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 which was started early in the process to decide whether there was likely to be disproportionate negative impact on different groups of people. Where this was identified as disproportionate (having a medium or high impact) full EIAs were carried out. The impact analysis shapes proposals which do not make it forward into the budget as well as those that do.
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.
211. This year the savings we are required to make amount to £50 million, which is on top of the £303 million of savings already made over the past 5 years and this means we are less able to protect frontline services than before.
212. This is particularly relevant in the Communities Portfolio; Adult Social Care was substantially protected in the first 3 years of cuts by having to make fewer

savings than other areas. This means making significant reductions in spending over a short period of time and at a time of increasing demand. Therefore Adult Social Care overall, including learning disability services, will be a challenging area for some time and we will have to make changes to the way we do things to ensure that services are as effective and efficient as they can be. However protecting those in greatest need still remains one of our top priorities this year and is reflected in our budget consultation.

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, which is not necessarily about meeting new demands. To better enable us to do this, we have focused on ensuring proposals are in line with Fairness Commission Principles and our new Tackling Poverty Strategy 2015.
214. Also national policies such as welfare reform are adding to the financial pressures facing some communities and are widening existing inequalities. Overall last year we estimated that over £169m has been taken from the local economy as a result of these welfare reform changes. This equates to £460 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, women and young people. For example households with dependent children across the city will experience an average loss of £1,690 per year. This increases for lone parents to an average of just over £2,000 per year.

Consultation

215. As part of the development of options for the 2016/17 budget, the Council ran a budget conversation between November and January that included a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by 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.
216. 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 two main strands this year:

- Two large corporate budget conversation events in the Town Hall, supplemented by additional activity, including a survey
- Consultation on particular topics and specific proposals, including meetings with the Voluntary, Community and Faith sectors and Business representatives, that includes informing longer term thinking and Equality Impact Assessments

217. More information about our approach to consulting on the budget proposals can be found in the consultation section of this Revenue Budget Report and in individual service EIAs. The full results of our consultation can be found on the website. <https://www.sheffield.gov.uk/your-city-council/finance/council-budget.html>

The results of consultation activity 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 including through contract renegotiation and working jointly with partners such as the Clinical Commissioning Group. However, the continuing size of the financial challenge means that efficiency savings alone will not enable us to balance our budgets and so we will be continuing to reduce the Council's investment in services next year and in future years.

219. Many of these reductions or changes in provision are in progress or will occur during the next year and we are 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](#) show:

- 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%. The Pakistani community is the largest non-white ethnic group. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas with high proportions of BME people which tend to correlate with areas of 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 to 20.4% by 2034, with the largest increase in the number of people aged over 85.
- The age group that has increased the most from 2001 to 2011 is 16 – 24; we now have 16.7% of our population in this group and a further 18.2% under 16. Factors most influencing changing city profile being increasing university students and inward migration of households with young families.
- Sheffield has a geographical pattern of communities that experience differing levels of deprivation and affluence. Generally, the most deprived communities are concentrated in the north and east of the city whilst the most affluent are located in the south and west.
- 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.
- 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.
- There are over 105,000 adults with a long term limiting illness, equivalent to around 19% of the population, with 9% saying this limits their activity a lot.

- Around 12 % of all households, 28% of over 60's and 24% of dependent children live in households reliant on Housing and/or Council Tax Support. We have 31,552 working age taxpayers who receive council tax support.
- Fuel poverty is slightly higher than the national average in Sheffield at 11% of households, thereby impacting 25,000. This rises to 30% of unemployed households and 25% of lone parent households. However there is also increased polarisation of deprivation with over 25% of small areas now within the least deprived national category. ⁽¹⁾
- While the pay gap between men and women has been reducing, there is still evidence that, in general, men are paid more than women; the gender gap in Sheffield is 17.5%. Also the unemployment picture shows gender difference, the male unemployment rate in 2014 was 6.4% (5.8% in GB) but for women this was 9% (5.4% GB total²).
- 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: 52.8% of Somali and 48.3% of Yemeni children in Sheffield are eligible for Free School Meals, compared to 19.9% of all children in poverty in Sheffield¹ and 31.6% of children with Special Educational Needs (SEN) in Sheffield are eligible for Free School Meals compared with 19.9% of all children in Sheffield.³
- There are geographic variations in poverty in Sheffield. 125,000 (22%) Sheffield residents live within areas ranked as the most deprived tenth nationally, and 47,000 (8%) live within the least deprived tenth nationally.
- Although the city is becoming healthier for most people, health inequalities across the city remain, and are in some cases widening, in particular older people, the young, some women and some ethnic minority groups. People in the most deprived parts of the city still experience poorer health and die earlier than people living in the rest of the city.

¹ State of Sheffield 2015

² State of Sheffield 2015

³ SCC, January School Census 2010

Fairness and 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 and on front line services as far as possible, however we have to make some really tough choices. We are being guided in these choices by our priorities as outlined and supported in our budget consultation, and these are to:

- operate efficiently as an organisation
- develop solutions for the longer term
- take early preventative action
- focus on people with the greatest need
- work with our communities to deliver services in a different way

223. This year public feedback reconfirmed public support for protecting services for the most vulnerable, particularly Adult and Children's Social Care. Other significant areas that people wanted the Council to concentrate on protecting, now and in the future, included Parks, Housing, Transport & Roads, Education, Employment, and Libraries.

224. Our approach to the budget is summarised in **Portfolio Areas** which correspond to the way in which the Council is structured. Each Portfolio area has been asked to make savings but in line with the Fairness Commission Principles and our Tackling Poverty Strategy. There are a number of key themes that run through the budget proposals in most Portfolio Areas.

- Restructuring and integrating services and teams to increase efficiency and effectiveness
- Developing solutions for the longer term
- Taking preventative action and intervening earlier
- Stopping some functions or activities and working with partners so they can be delivered by others where possible

- 'Managing Employee Reductions' processes to reduce the number of staff employed, especially those in non -frontline and management roles.
- Targeting of resources to target those in greatest need and at risk.
- Helping people to be independent, safe and well, and to make their own choices
- Working with other agencies to avoid duplication, so that people get co-ordinated help and support
- Better value for money in the services we commission or purchase
- Fairer contributions and charges to ensure full cost recovery and as a way to maintain service levels
- Increasing traded services in non-core areas (such as schools)
- Reductions in funding to the Voluntary Community sector in line with reductions to the rest of the Council's budget
- Shifting the focus of public health spend to address the root causes of ill health
- Continuing with changes made in the past year to have full year effect on savings
- Continuing to monitor the impact of changes over the coming year.

225. Furthermore, we will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% in spite of Government funding cuts in these areas. We will also mitigate the impact of the 3.99% increase in Council Tax which includes an additional 2% precept to support Adult Social Care, by increasing the Council Tax Hardship Fund in 2016/17 by 33% (£200k).

226. We have looked back at the cumulative impact of changes over the last few years to inform our decision making and found that service transformation, including staff reductions and prioritising those most in need, has been the most effective way to mitigate the negative impact of budget reductions and increased cost pressures, which has informed the decision making process.

227. Overall this year the proposals have the potential to impact negatively in some key 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.

228. 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, carers, young people, some women and some BME communities).

229. Headline features of the combined Impact Assessment show:

- There are over 100 EIAs on proposals and the groups most likely to be impacted negatively by individual proposals and cumulatively are disabled people, young and older people, women and individuals and families on a low income.
- Many services are continuing to comprehensively restructure and redesign services and teams and as a result we have saved money on office, technology and staffing levels across the council have reduced. Last year the majority of changes were managed through voluntary severance schemes. In 2016/17 we will be reducing the workforce by approximately 400 further posts. Monitoring from the past year indicates that there has been no disproportionate impact on those who share protected characteristics that are currently under represented in the workforce, and fewer than 40 staff were made compulsory redundant. See workforce implications section below.
- Services are continuing to increase charges where appropriate, to ensure full cost recovery and to continue with the work to apply costs fairly through our Fairer Contributions Policy. However, increasing charges will impact more heavily on individuals and families on a low income.
- Central Government have given local authorities the power to raise additional Council Tax to pay for the increased costs of Adult Social Care. Therefore as part of the proposed budget, it is intended to raise Council Tax by the 2% permitted to offset some of the increased costs of Adult Social Care. This will help us protect those who most need our support, especially older and disabled people.
- We will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% despite Government cuts in these areas.

However we will increase Council Tax for only the second time in 5 years by 3.99% (this includes the 2% precept dedicated to support adult social care noted above). This will enable us to continue to protect services to people in greatest need and at risk. As above, we will mitigate the impact of this by increasing the Council Tax Hardship Fund by £200k in 2016/17.

- Public Health spending is integrated throughout the Portfolios. Overall there has been a significant reduction in funding from Central Government so our investment in this area has reduced. In line with what was agreed last year we are reviewing staffing and how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This means that we will save on existing activities including reducing contract and staffing costs and encouraging efficiencies in order to reinvest in other areas.
- Last year saw the start of the new Better Care Fund between the Council and the NHS Clinical Commissioning Group (CCG) to create a combined budget in Adult Social Care to develop joined up services. This approach aims to ensure people get the right care when and where they need it but will also create efficiencies in processes. It focuses on supporting people at home where possible to help increase independence and delay access to Health and Social Care services. The Council currently receives £12.4m of funding via the NHS to meet the costs of providing adult social care. In addition, with effect from April 2015 the Council has pooled its adult social care budget with that of the local CCG.
- We also have a new Learning Disability Commissioning strategy and the project's objectives are to improve outcomes for people with a learning disability, to ensure best value and to achieve savings. As part of this work we are completing all of the reviews that are overdue in the Service to ensure customers have the right level of support in place, in order to help them maximise their independence and meet eligible unmet needs, as well as being value for money.
- When considering the impact on the VCS, the importance of 'social value' is recognised by the 'Best Value' guidance⁴, which was published by the

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

Government in 2011. This states that authorities have a duty⁵ to consider the impact of budget reductions on VCF or other 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.

- The Communities portfolio is continuing to invest in Grant Aid to the local voluntary sector. It is proposed that all (apart from one) of the existing Voluntary Sector Grants Fund Funding agreements will be extended for a further 12 months, up to 31st March 2017 (the one organisation that will receive less this year is a deduction to account for an advanced payment last year). The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.
- We will continue to 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 from the services we purchase and pursue innovative approaches in service commissioning and design. This relates to both internal and external services.
- We will continue to develop our approach to commercialisation, including pursuing external funding where possible to help invest in innovative services such as setting up the new independent Youth Trust and continuing to develop employment schemes especially aimed at young and disabled people.
- We are proposing to continue with restructures of Council services and are both internalising and externalising services where appropriate (such as the

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 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>

contract for the managing buildings function being brought back in house and with some care and support services being externalised).

- We will continue to work on getting value for money from our contracts; this is with our major strategic providers but also across Portfolios such as with our advertising contract, housing commissioning, learning disability services and youth services.
- We will continue to work regionally where appropriate to help save costs but also to enable better joined up services for example Adoption, Fostering and Youth Justice.
- 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. The Best Start, Better Care Fund and new Youth Trust partnerships in CYPF and Communities portfolios should continue to develop and mean more better targeted and joined up pathways and services. Also, as we restructure services both internally and with external providers there should be clearer and more efficient ways to contact services.

Portfolio Area Impact Assessments

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

231. The **Place Portfolio** has completed Budget EIAs on savings totalling £9.5m identified for 2016/17. We have asked our partners Amey, Veolia and South Yorkshire Passenger Transport Executive (SYPTTE) to identify and deliver potential savings on each contract.

232. The budget proposals are a mix of:

- Finding new ways to deliver the services that support the priorities for our Thriving Neighbourhoods & Communities and Strong Economy strategic outcomes.
- Making sure that all of our services are operating as efficiently as possible.

- Reviewing existing charges and introducing new ways of generating income.
 - Changing or reducing service standards and, as a last resort, stopping some activities altogether.
 - Contract negotiations in order to reduce costs
233. Some of the most significant savings are anticipated to come from our strategic partners Amey, Veolia and South Yorkshire Passenger Transport Executive (SYPTE). At present, work with Veolia to achieve savings on the waste contract remains in development. Any potential equalities impacts and mitigation will be identified further as the work progresses. Savings on the Streets Ahead contract will mainly be achieved from performance deductions, refinancing and some contractual changes with little impact on service provision or on staffing.
234. SYPTE are anticipated to put forward potential savings of 10%. The majority of these savings will be non-customer facing through initiatives such as refinancing and efficiencies, although some of this saving will need to be achieved through proposals which, if approved, will directly impact on customers. Any potential equalities impacts and mitigation will be identified further as the work progresses.
235. We have used a range of evidence, such as data and consultation, to identify if there are any differential impacts of proposals and the key areas are:
- The SYPTE proposal to increase child concessionary bus fares from 70p to 80p. This potentially has implications for bus use by younger people, although there is no clear link between bus fares and patronage, with other factors likely to have a significant influence on bus usage.
 - There is a cumulative impact of year on year reduced subsidies on our charitable partners, Museums Sheffield, Sheffield International Venues and Industrial Museums. Although the services continue to be delivered, staffing will be at reduced levels. Any potential leisure or theatre price increases will be minimised for low income users via discount schemes.
 - The Place Public Health budget savings will have a low level impact on health inequalities for those people living in the more deprived areas of Sheffield, where the work tends to be concentrated. The savings also have the potential to impact on some of our Voluntary, Community and Faith partners due to reduced funding. These impacts overall are expected to be low.

- Inflationary increases in fees and charges and greater cost recovery for service provision will continue to have more impact on low income households.
 - The potential impact on the Voluntary, Community and Faith sector regarding a 15% reduction in revenue funding from Parks and Countryside. This funding has been protected for the previous three years however, and proportionally is being cut less than other areas within the Service.
 - The review of Activity Sheffield may impact on financial inclusion, BME groups and on health inequalities as they strategically target their service to those groups and demographic areas with the highest health inequalities. Additionally, the Service has a higher percentage of the BME community accessing its services than the overall BME population levels in Sheffield. When further information is available, detailed plans will need to be drawn up to determine impacts and possible mitigation.
236. A broad range of potential impacts may result from the Portfolio Commercialisation activity. Examples may include (but not be limited to), reviewing charging models for Service provision, changing or reviewing service standards and ceasing activity altogether. Until more specific proposals are drawn up however, the scope and nature of potential impact negative or positive cannot be fully analysed.
237. There are number of workforce related changes such as deletion of vacant posts and a number of voluntary staff reductions and changes. It will be necessary in some areas to use managing employee reduction processes to achieve non-voluntary staff reductions. In both instances, there is the possibility of wider workforce impact through increased workload.
238. The year on year reduction in workforce has had a positive impact on the workforce diversity profile. This has shown steady improvement for majority of characteristics. However, for 16/17 onwards this has been highlighted as a potential issue dependent on the impact of Commercialisation. This will continue to be monitored to manage any mitigation required.
239. The cumulative impacts in Place are in short related to socio economic issues, impacts on partners and staffing. Most of the budget savings have been implemented with no significant equalities impact due to, for example, ongoing subsidies mitigating any potential barriers to increased charging. Key to this process was well planned quality consultation to inform the decisions and also gain the public and partner's input and understanding of the changes required.

240. **Children Young People and Families** have completed budget Equality Impact Assessments (EIA) on savings totalling £5.6m.
241. As well as the pressures of budget reductions required through cuts to our grant, CYPF are seeing a significant and growing demand in areas such as special educational needs, emotional health and wellbeing and poverty. These are set alongside changes in legislation and policy which impact on the way in which we operate and the expectations children, young people and families have of us. These demands and changes in legislation mean a financial pressure of £5.6m across CYPF for 16/17.
242. The strategy to manage the potential impact of our budget proposals enables us to continue to prioritise services that:
- Keep children, young people and families safe, healthy and strong and give every child a great start in life.
 - Develop skills for life and work and encourage active, informed and engaged young people into further education, employment or training.
 - Support schools and children and young people's education in improving the quality of learning outcomes and attainment for all.
 - Business Strategy will continue to generate income from our traded services with schools, in particular across School Meals and Information Communications and Technology support.
243. Within Lifelong Learning Skills and Communities, the proposed savings in youth services are part of the programme of reshaping and rationalisation designed to create a service better equipped to engage with vulnerable young people (14-24) and support them into further learning and work, deliver annual savings, attract external income and anticipate the end of the Sheffield futures contract in 2017 with a view to creating a self-sustaining Youth Trust. Whilst significant, the youth service savings are part of a strategy over several budget rounds that have protected provision to those most in need. In addition, there are some small changes to post funding which will allow us to maintain service levels across the 14-19 service and within Opportunity Sheffield. There is also scope to increase income from traded services.
244. The changes to Public Health in 2016/17 include the first year of a 3 year contract reduction for Health Visiting and School Nursing through a service redesign as well as reductions to the Sexual Health Sheffield contract. This will

see a service remodeling with a view to delivering the hub function from one site instead of two.

245. The Children and Families proposals include:

- An integrated approach between Special Educational Need and Disabilities and Children with Disabilities Teams, with realignment of staffing and a new structure across teams to provide services for families.
- Creating an 18-25 Integrated Transitional Independent Living Provision working across Children's SEN, Children's Social Care and Adult Services.
- Reviewing Early Years Advice and Support function into Best Start Teams.
- A transformed and joint funded multi agency early intervention responding to and mitigating pressures on short breaks and respite.
- Investment in early intervention and prevention and screening teams which will lead to a reduction in total social care caseload across the city. This should reduce pressures on placements, fostering, and adoption. reform grant youth justice grants will be met to enable continuation of provision.

246. There are also a number of workforce related changes, such as the deletion of vacant posts, voluntary staff reductions and changes that arise as a result of service redesign and integration (such as in Early Years Advice and Best Start). It will be therefore be necessary to use managing employee reduction processes to achieve staff reductions. When changes take place we will assess the impact of these changes and take action to mitigate against any negative impacts, including providing staff support.

247. There will also be staffing impacts across providers where we are reducing grants or changing contracts; this will be managed by providers. However the transition from the national minimum wage towards the living wage will see some employees of our providers benefit from an increase in pay as a result.

248. The year on year reduction in workforce has, however, had a positive impact on the workforce diversity profile in CYPF as well as across the Council. These have shown steady improvements for the majority of characteristics in the survey.

249. Overall, wherever possible we have sought to minimise the impact that changes to young people's services will have on young people and their parents/carers. We recognise that some of the children, young people and their families will be

using more than one of the services where there are proposed changes, and they may be affected by this.

250. We recognise that there have been year on year cumulative reductions since 2010, for example to youth services. These have been mitigated and usage data since the start of reductions in 2010/11 highlight an improved take up of youth provision. Equally, other reductions, for example those to the Sexual Health Service, affect multiple characteristics and consultation with the provider through the development of a provider led EIA is part of the mitigation.
251. Our transformational changes, for example with Best Start, will have positive impacts for those in the greatest need which includes some BME groups, women and mitigates against future impacts. Best Start is a multi-agency early intervention service jointly funded, commissioned, and delivered with key partners including schools. This will result in better targeted support and will contribute towards improved outcomes for Sheffield's children, young people and their families in health, in attainment and in safeguarding.
252. In terms of work with the VCF sector, Sheffield Futures is the largest contractor of youth services. The reshaping of Youth Services, which started in 2012, has resulted in shared and more effective management, as well as savings on overheads. The approach protects services to young people as much as possible and the majority of savings have been achieved through reductions in our contract.
253. We are now in the final phase of the 5 year programme to transform youth services and are moving towards the creation of a new model of integrated youth support by establishing an innovative and independent Youth Trust. We will secure external funding and work with the Government to demonstrate how early intervention supports disadvantaged young people.
254. Also, through Best Start there is the potential for greater involvement and a possible greater role in long term locality-based delivery for locally based voluntary, community and faith sectors that are key partners delivering improved outcomes, and who have local knowledge of the area and can help the hardest to reach sections of the community.
255. Overall the savings made have enabled high quality essential intervention and prevention services for the most vulnerable children and families to continue. Last year although we had difficult choices to make, our mitigations and monitoring of impact were effective. Wherever possible we have minimised the impact that the proposed changes on young people's services will have on

young people and their parents/carers. We recognise that some of the children, young people and their families will be using more than one of the services where there are changes proposed and may therefore be affected by this.

256. There are completed Economic Impact Assessments (EIA) which relate to **Public Health savings** totalling £3.2m. More detail on the use of our Public Health grant is given in the portfolio sections. There are also EIAs for the Director of Public Health Office which mainly cover internal structures and have lower impact. As previously mentioned, there will be a significant reduction in investment in this area to reflect Central Government cuts. This may mean that we will try to save on existing activities in order to reinvest in other areas which have been prioritised.
257. Some of the proposals involve more cost effective delivery and retendering contracts, earlier intervention leading to prevention, or internal restructuring and staff reductions that will have fewer equality impacts. Some of the changes have the potential to impact negatively upon some people who share protected characteristics. However, two of the main areas the changes will support are early years and advice and information so the impact of the overall investment will be positive on the groups within the EIA.
258. In the **Resources Portfolio** there are EIA which cover all budget savings for 2016/17 which total £2.2m. There are EIAs pending Managing Employee Reduction (MER) processes across services such as Commercial Services, Customer Services, HR, and Transport & FM services. EIAs on past MERs have all shown no disproportionate impacts on staff within the portfolio.
259. Over the last few years we have mitigated reductions by:
- Redesigning, restructuring, and integrating services and teams to increase efficiency and effectiveness.
 - Focusing on service support areas resulting in staff reductions and reduced office costs. Only a limited number have had potential equality impacts on our customers.
 - Taking steps to ensure we get the best value for money and quality in our contracts and commissioning.
260. In 16/17 there is a Customer Service and HR proposal which covers the redesign of services, implementation of changes to technology to deliver efficiencies, and the implementation of customer experience strategy. There are

no expected negative impacts from this strategy and in some cases there are positive impacts on certain groups.

261. There are further proposed changes to the financial systems and a continued reduction in office costs. These will have no equality impacts.
262. There are other EIAs which include Council Tax and its support schemes. We are proposing this year to continue to keep the same Council Tax Support (CTS) scheme. The CTS scheme continues to be based on the principles of the old CTB regulations and provides for the maximum financial support being made available to those with the greatest financial need. They protect some of the income of the disabled and of families whilst providing assistance to those people who move off benefits into paid employment. The Council recognises, however, that requiring all working age customers to pay a minimum of 23% of their Council Tax may cause financial hardship amongst some households. Therefore the Council is also proposing to continue to operate the CT Hardship Scheme in 2016/17 in order to continue to offer assistance to the most financially vulnerable households.
263. This year we are also proposing an increase in Council Tax for only the second time in 5 years. We are aware that any increase in Council Tax could have a negative impact on those households who are already struggling financially. However, the provision of Council Tax Support (CTS) backed up by the CTHS will ensure that such an impact is minimised. This now includes an additional 2% to cover part of the funding gap in adult social care. The impacts will continue to be monitored through the EIA process and action plans will be developed to mitigate impacts where appropriate.
264. In the **Communities Portfolio** there are EIAs against the budget savings of £10.23m. Many of the services in this Portfolio, such as Adult Social Care and Public Health are, by definition, providing services to vulnerable, disabled and older people. Savings in this Portfolio therefore have the potential to negatively impact upon those protected groups. However, where there is a risk of negative impact, full EIAs have been carried out and these will be updated regularly to inform the recommendations as part of the development and implementation of proposals.
265. Over the last few years we have:
- Worked with local people and communities to change how many of our libraries are run.

- Taken steps to ensure we get the best value for money and quality in our contracts and commissioning.
 - Reviewed Social Care support to make sure it meets current needs, is fair, equitable and cost effective.
 - Continued to invest in Grant Aid to the local voluntary sector, and minimise grant reductions across the sector wherever this has been possible.
266. During 2016/17, we will continue to support a range of areas such as library services, the local voluntary sector (through Grant Aid), Council Housing services, Housing Options and Advice, private sector housing standards, housing related support for vulnerable adults and adult social care.
267. Within Adult Social Care we will continue to prioritise those people who need our support and fulfil our statutory obligations. Over recent years we've reviewed hundreds of social care packages. During 2016/17 we will be completing the reviews and reassessments in the Learning Disabilities Service to ensure customers have the right level of support in place, in order to help them maximise their independence and meet their needs, as well as being good value for money.
268. We will continue to take steps to ensure we get the best value for money and quality in our contracts in a number of areas. Key examples of this are the Learning Disabilities Commissioning Project and Public Health contracts.
269. The Learning Disabilities Commissioning Project continues to improve quality and choice for people with a learning disability, and to ensure best value by achieving efficiencies. This area of work sits underneath the overarching 2015-2018 Learning Disabilities Commissioning Strategy. It includes building up alternatives to current short breaks and day provision at more cost effective market rates, and reviewing the high cost private sector placements. This work has been informed by consultation and customer involvement. Proposals relating to tendering and negotiating cost will ensure fairness and equality of funding, and that people will get the most from personal budgets. Although people want improvement in services, we know change (such as change of provider) can create anxiety. Even when change ultimately results in positive outcomes, it can initially be difficult for service users and their families and therefore any transitional arrangements need to be managed carefully and sensitively. When mitigating actions have been put in place, the impact of the project should lead to positive outcomes for people with a learning disability and their carer's.

270. Public Health contracts in Communities will see a reduction in some areas, but the impact of this will be limited due to mitigations such as:
- savings being based on current underuse of services, meaning provision will be maintained at current levels (within the carers respite service) and,
 - savings being part of planned reductions in services that providers were aware of when contracts were let (service provision for people with drug and alcohol misuse problems, which initially included set up costs for new services which is now not required)
271. We are reviewing adult social care reablement so that the service can specifically refocus on reablement. 92% of people using the service are aged 65 or over. In line with the Care Act, all customers with an eligible care need will have their care needs met, but not all customers will access the STIT service. Ensuring the existing charging policy is implemented will bring the approach in line with the adult social care Fairer Charging policy. A full EIA has been completed and will be updated regularly to inform options/recommendations regarding the remodelling of the service. Customer and stakeholder involvement and views will be central to this ongoing work.
272. Actions have been identified to mitigate negative impacts (and there will be some positive outcomes from the review, such as improvements in quality). However, it will not be possible to avoid some negative impacts on disabled people and older people (approximately 92% of people using the service are aged 65 or older). To support this work, the project will need to carefully consider the whole reablement offer in Sheffield, and how (and by whom) different elements of that offer can best be delivered. Customer and stakeholder involvement will be key to this ongoing work.
273. There will be some staff reductions within Communities and we will work towards minimising the impact on direct provision, for example through more joint working (such as by following a multi-disciplinary team approach where possible). There will be an impact on staff individually but appropriate HR practice guidance will be followed, which will ensure that this should not have a disproportionate impact on any group already under represented within the staffing profile.
274. In **Policy, Performance and Communications** there are less than 100 staff overall and there are therefore limited EIAs. These are mainly internal restructures including public health and changes to contracts and they are not likely to have any customer impact.

Cumulative impact

275. We have looked back at the cumulative impact of changes over the last few years to inform our decision making and found that service transformation, including staff reductions and prioritising those in most need, has been the most effective way to mitigate the negative impact of budget reductions and increased cost pressures, which has informed the decision making process.
276. Groups highlighted as impacted across EIAs and all Portfolios 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, carers, young people and some BME communities who tend to have a lower income and are more likely to be cumulatively impacted.
277. By definition, older people, disabled people, carers and women will be the most impacted by the changes in Adult Social Care. Disabled people will also be affected by the changes in the Learning Disability commissioning Strategy. Young people and parents will be impacted by changes in 'young people' 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.
278. We are continuing to work with partners to be more efficient and joined up, such as with the NHS Clinical Commissioning Group towards developing a single pooled budget for Health and Social Care. The changes came into effect in April 2015 and they are helping to mitigate both demand pressures and the cumulative impact.
279. We are continuing to work across the region where appropriate to help save costs and to enable better joined up services.
280. There are year on year reduced subsidies on our charitable partners, however where charges increase, whether for leisure, cultural or other services, this has the potential to increase barriers to participation to individuals and families on a low income, therefore affecting the groups noted above.
281. 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.

282. There are again a number of changes to our strategic contract arrangements; our providers where relevant have undertaken consultation and evaluated impact and we have tried where possible to limit impact on front line services.
283. 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 up to a further 400 posts in 2016/17; a significant number of workforce EIAs are ongoing and a Council wide Managing Employee Reductions (MER) EIA has been completed. Over the last few years changes to staffing has resulted in a positive impact on workforce diversity.
284. It is difficult to quantify the cumulative level of impact although mitigations have been highlighted in all EIAs. External factors, such as welfare reform, are also impacting negatively on some of the same groups for example disabled people, carers, young and older people and women.
285. We will as a Council not invest or provide services in as many areas as we did before the reductions started 5 years ago. Services are targeting those in greatest need and those at risk but that does mean that there is reduced universal provision. We are however remaining proactive in intervening earlier to save costs later, such as Best Start, and will maintain our apprenticeship and employability schemes.

Managing Impact: Mitigation

286. Our overall approach as noted above is to protect services for those in greatest need and at risk where possible, develop preventive solutions for the longer term, 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.
287. The year on year reductions and the scale of the savings required mean there will be impacts upon vulnerable 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 of these areas some mitigating actions have been identified and will be implemented as part of EIA action plans. For example:
- All proposals have been assessed in line with the Fairness Commission Principles and to take into account the new 2015 Tackling Poverty Strategy.

- Working with external providers to achieve savings in our large contracts and to achieve this as much as possible through non front line service functions.
- Working with partners to encourage the private sector to support activities and events to promote Sheffield.
- Working to increase our income through fees and charges, full cost recovery, and increased trading of our services, for example 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 and employability programmes.
- Investing in prevention and delivering targeted support for those most vulnerable or at risk such as in our Best Start programmes.
- Following the library review, continuing to invest in local community groups to maintain non- council run libraries.
- Continuing to encourage people to be independent, safe and well in both children and adult social 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 fair contributions and value for money.
- Working in partnership with the NHS Clinical Commissioning Group developing a single pooled budget for health and social care under the Better Care Fund to provide more efficient and joined up services.
- Restructuring management and services to increase efficiencies and create simpler routes of public access. For example in customer services, Youth Services, Early Years Advice and Best Start teams, Special Educational Need and Disabilities and Children with Disabilities Teams, and the creation of an 18-25 Integrated Transitional Independent Living Provision working across Children's SEN, Children's Social Care and Adult Services.
- Continued regionalisation of services where appropriate, such as youth justice.

- Continuing to invest £30 million in Public Health but shifting the focus to address the root causes of ill health to help reduce health inequalities.
- Continuing to invest in the Voluntary and Community Sector through Grant Aid across the Council.

288. 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 Equality Impact Overview

289. In all Portfolio areas many of the budget proposals involve staff efficiency savings including service restructuring, a reduction in management costs by deleting vacancies, reviewing agency staff, and managing employee reductions through voluntary early retirement and severance. Across the Council we have reduced management costs, minimised redundancies by using the talent pool, and reduced the impact on frontline staff where appropriate. Unfortunately there may still also be compulsory redundancies in some areas, although this was limited to fewer than 40 last year.

290. 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 and to extend this to our contracted providers where possible.

291. 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 Children and Young People and Families workforces and a high percentage of men in the Place portfolio.
- Under-representation of disabled, BME and lesbian, gay, bisexual and trans (LGBT) people in the workforce, especially for women, disabled and BME staff at Chief Officer and senior levels.

292. Given the amount of internal restructuring as a result of the budget proposals, other drivers and possible staff reductions of up to a further 400 posts in 2016/17, a significant number of workforce EIAs within Portfolios have been done and a Council wide Managing Employee Reductions (MER) EIA has been completed.
293. 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.
294. 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.
295. 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 the Pay Strategy.

Recommendations

296. Members are recommended:
- a) To approve a net Revenue Budget for 2016/17 amounting to £406.492m;
 - b) To approve a Band D equivalent Council Tax of £1,360.48 for City Council services, i.e. an increase of 3.99% (1.99% City Council increase and 2% national arrangement for the social care precept);
 - c) To approve the Revenue Budget allocations and Budget Implementation Plans for each of the services, as set out in **Appendix 2**;
 - d) To note that, based on the estimated expenditure level set out in **Appendix 3** to this report, the amounts shown in part B of **Appendix 6** would be

calculated by the City Council for the year 2016/17, in accordance with sections 32 to 36 of the Local Government Finance Act 1992;

- e) To note that the section 151 officer has reviewed the robustness of the estimates and the adequacy of the proposed financial reserves, in accordance with Part 2 of the Local Government Act 2003. Further details can be found in **Appendix 4**.
- f) To note the information on the precepts issued by the South Yorkshire Police 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.
- g) To approve the proposed amount of compensation to Parish Councils for the loss of council tax income in 2016/17 at the levels shown in the table below paragraph 168;
- h) To note the latest 2015/16 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;
- l) To agree that the Members' Allowances Scheme for 2013/14 and onwards, approved on 15 May 2013, and implemented for 2014/15 and 2015/16, be also implemented for 2016/17.
- m) To approve foregoing an annual increase in the Members' allowances in 2016/17.
- n) To approve a Pay Policy for 2016/17 as set out in **Appendix 8**.
- o) To agree that authority be delegated to the Director of Public Health and the Executive Director of Resources, in consultation with the Cabinet Member for Finance, to approve the final allocation of Public Health grant to portfolios in 2016/17.

- p) To agree that authority be delegated to the Executive Director of Communities to set – subject to budgetary constraints – a framework of care home & home care fee increases with effect from 1 April 2016.

John Mothersole
Chief Executive

Eugene Walker
Interim Executive Director, Resources

Portfolio Pressures

Appendix 1

	Loss of funding £'000	Increasing demand on services £'000	Pay & price inflation £'000	Legislative changes £'000	Total £'000
Communities					
Shortfall in funding to support Independent Living Fund (ILF) users	2,700				
Increase in demand for adult social care services due to demographic changes.		513			
Increase in demand for Social Workers		200			
Cost of the 1% National Pay Award for 2016/17			400		
Increase in Care Home Fees			234		
Contract Cost Pressures			2,658		
Costs arising from the Deprivation of Liberty Safeguards legislation				500	
Communities Total	2,700	713	3,292	500	7,205
CYPF					
Loss of Training Unit funding from Education Funding Agency (EFA)	160				
Reduced grant allocation in the Successful Families programme	700				
Reduction in Education Services Grant (ESG)	500				
Reduction of transitional funding	333				
Adoption Reform Grant Cessation	300				
Youth Justice Grant Reduction	140				
Field social work requirement due to service demand		1,500			
Increase in demand for direct payments and short breaks		300			
Additional demand on placements		240			
Cost of the 1% National Pay Award for 2016/17			590		
Fostering inflationary pressures			80		
Staying Put agenda - Children & Families Act 2014				300	
Contract Cost Pressures			500		
CYPF Total	2,133	2,040	1,170	300	5,643
Place					
Loss of funding in South Yorkshire Forest	62				
Vacant property management costs	150				
Reduction in Sustainable Development grant & Markets income	137				
Provision for planned budget savings now at risk in Streets Ahead	4,683				
Provision to cover falling recycled material prices	400				
Reduction in fee income offset by staff saving	39				
Provision for planned budget savings now at risk in waste management	2,552				
Shortfall in funding for current staffing establishment	438				
No General Fund for Marketing Sheffield	119				
Provision for costs associated with enforcement operations in the Environmental Regulation service		150			
Increase in waste volumes and increased households		550			
Revised blue bin contract price (£350k) within the waste management service			350		
Cost of the 1% National Pay Award for 2016/17			370		
Provision for inflation on energy and rent/rates bills			172		
Provision for inflation on waste management contract			330		
Place Total	8,580	700	1,222	0	10,502
PPC					
Cost of the 1% National Pay Award for 2016/17			32		
Cost of implementing Individual Electoral Registration system				100	
PPC Total	0	0	32	100	132
Resources					
Loss of income from schools bursar service	30				
Loss of income from other portfolios as a result of changing activity and demand	670				
Income shortfall in contract management	114				
Increased annual maintenance charges for AIM income system			25		
Cost of the 1% National Pay Award for 2016/17			322		
Resources Total	814	0	347	0	1,161
Grand Total	14,227	3,453	6,063	900	24,643

Children Young People and Families

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
<u>BUSINESS STRATEGY</u>			
Capacity Planning and Development	3,438	3,438	0
Organisational Development	3,526	3,520	6
Strategic Support Services	200,172	201,288	-1,117
Information Systems	2,059	2,125	-66
Contract Services	23,500	20,713	2,788
Resources Support Services	33,729	33,081	648
	<u>266,424</u>	<u>264,165</u>	<u>2,259</u>
<u>CHILDREN & FAMILIES</u>			
Prevention and Early Intervention	12,583	7,387	5,196
Fieldwork Services	18,096	1,145	16,950
Health Strategy	3,228	442	2,786
Learning Difficulties and Disabilities	1,672	130	1,542
Policy and Service Improvement	534	108	426
Provider Services	13,146	5,143	8,003
Safeguarding Children	2,556	1,225	1,331
Placements	23,783	2,142	21,641
	<u>75,598</u>	<u>17,722</u>	<u>57,875</u>
<u>INCLUSION & LEARNING SERVICES</u>			
Access & Pupil Services	4,979	5,069	-91
Learning & Achievement Services	1,966	1,966	0
Inclusion & Targeted Services	12,964	12,964	0
Children's Commissioning Unit	2,429	2,429	0
Children's Public Health	11,571	11,571	0
	<u>33,909</u>	<u>33,999</u>	<u>-91</u>
<u>LIFELONG LEARNING SKILLS & COMMUNITIES</u>			
Employment and Skills	8,304	6,905	1,399
Family and Community Learning	9,895	9,828	66
Performance & Partnerships	1,196	1,115	82
14-24 Partnership	1,895	1,825	70
Strategic Support	1,563	857	707
Youth	4,955	898	4,057
	<u>27,808</u>	<u>21,428</u>	<u>6,381</u>
	403,739	337,314	66,424

Directorate	CYPF
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	3,438	(3,438)	-	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
0.00		3,438	3,438	(3,438)	-

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

Directorate	CYPF
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	3,526	(3,520)	6	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
	0.00	-	147	147	(147)	-

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
	0.00	8	3,371	3,379	(3,373)	6

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

Directorate	CYPF
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, sickness and maternity insurance schemes and support for schools educational initiatives.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	200,172	(201,288)	(1,117)		0.00
Total Savings Made			(500)		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
0.00	-	2,725	2,725	(2,725)	-

Line	A2				
Activity	PENSION & LEGAL FEES				
Description	This budget contains schools contingency funding and traded services with schools.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	1,321	1,321	(1,104)	217

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 and Schools Forum, 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
0.00	87	196,038	196,125	(197,459)	(1,334)

Directorate	CYPF
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). It also supports the infrastructure that Sheffield Schools and Academies rely on, ensuring information flow between schools and Local Authority. Information Strategy and Governance is managed through the service.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,059	(2,125)	(66)		25.20
Total Savings Made			-		0.00

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
0.00	-	80	80	(318)	(238)

Line	A2				
Activity	MANAGEMENT INFORMATION				
Description	The service includes support for Schools' Management Information Systems, enabling recording of attendance, performance and assessment data. School's Broadband service including Internet filtering is provided. The Service manages the key systems that support each function of the portfolio from Social Care to education services. The Portfolio Information Strategy and Business Planning is supported by the development programmes and project team.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25.20	996	983	1,979	(1,807)	173

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	Contract Services provides the Schools Food Service (SFS), Emergency Planning and Business Continuity. The SEND Home to School Transport budget is managed and Independent Travel Training is provided under Contract Services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	23,500	(20,713)	2,788	15.20
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CONTRACT SERVICES				
Description	<p>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.</p> <p>Transportation from home to school is commissioned for students with Special Educational Needs and Disabilities. Home to school travel passes are also commissioned from SYPT. The Independent Travel Training and Assessment team work with children and young people with Special Educational Needs, who have the potential to be trained to travel independently, to and from their educational settings, rather than having to travel via taxis or minibus.</p>				
Grant Income Source					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Net Revenue Expenditure
	15.20	494	23,007	23,500	(20,713)

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

Directorate	CYPF
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	33,729	(33,081)	648		28.20
Total Savings Made			(114)		0.00

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
28.20	1,521	30,561	32,081	(32,304)	(223)

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
0.00	1,647	1	1,648	(777)	871

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Cost of 1% pay award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	32	-	32	-	32

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

Section 3: Summary of Savings

Line	B1				
Activity	Reductions in Running Costs (Business Strategy)				
Description	Pay award pressure funded through reductions in running costs across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(32)	(32)	-	(32)

Line	B2				
Activity	FYE of restructure/Uptake of Primary meals				
Description	Full year effect of last year's restructure and increased traded income for supporting the Schools Meals Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(45)	-	(45)	(37)	(82)

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	12,583	(7,387)	5,196		302.30
Total Savings Made			(1,300)		2.60

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A2				
Activity	PREVENTION AND EARLY INTERVENT				
Description	Responsible for the commissioning and monitoring of citywide early help contracts supports children and families. Responsible for the delivery of children's centre activity across the city. Early Years Best Start and Multi Agency Support Teams work with families to provide whole household advice and support on a range of targeted activities which support the successful families programme and the service ethos of one family, one worker, one plan. A key method of our evidenced based practice is delivered through parenting programmes. Responsible for the commissioning and monitoring of citywide early help contracts supports children and families. The strategy team help develop service delivery through strategic direction and support to individual service development projects. They provide challenge and monitor performance throughout the service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
302.30	9,705	2,879	12,583	(7,387)	5,196

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Pressure arising from reduced grant allocation in phase 2 of the Successful Families programme.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	700	700

Line	E2				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	78	-	78	-	78

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

Section 3: Summary of Savings

Line		B1			
Activity		Strengthening Families BSF Grant Re-profiling			
Description		Re-profiling Phases 1 and 2 of the Building Successful Families Grant.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(700)	(700)	-	(700)

Line		B2			
Activity		Strengthening Families - Early Intervention			
Description		Increased joint investment with CCG and other health colleagues in early intervention and prevention strategy to reduce cost within high end social care services.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(500)	(500)

Line		B3			
Activity		Best Start Strategy			
Description		Review and integration of Early Years Advice and Support function into Best Start Teams.			
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.60	(100)	-	(100)	-	(100)

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

Directorate	CYPF
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	18,096	(1,145)	16,950	328.60
Total Savings Made			(675)	15.50

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
0.00	-	250	250	(94)	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
93.80	2,066	318	2,384	(13)	2,371

Directorate	CYPF
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>We work with 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
12.10	585	2,934	3,519	(857)	2,662

Line	A4				
Activity	OUT OF HOURS, HOSPITALS & PROJ				
Description	<p>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. 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 for assessment and possible longer term work.</p> <p>The Emergency Duty 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
2.10	256	38	294	-	294

Directorate	CYPF
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
	42.10	1,892	1,082	2,974	(151)	2,823

Line	A6					
Activity	SERVICE AREA EAST					
Description	The team is made up of a screening service and the long term teams and include Senior Fieldwork Managers, 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 recourse to public funds, unaccompanied asylum seekers, homeless 17-18 year olds, adoption for children.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	63.20	2,410	464	2,874	-	2,874

Line	A7					
Activity	SERVICE AREA NORTH					
Description	The team is made up of a screening service and the long term teams and include Senior Fieldwork Managers, 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 recourse to public funds, unaccompanied asylum seekers, homeless 17-18 year olds, adoption for children.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	62.90	2,805	493	3,298	-	3,298

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

Line	A8					
Activity	SERVICE AREA WEST					
Description	The team is made up of a screening service and the long term teams and include Senior Fieldwork Managers, 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 recourse to public funds, unaccompanied asylum seekers, homeless 17-18 year olds, adoption for children.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	52.40	2,142	359	2,501	(30)	2,471

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Demand					
Description	Field social work requirement due to service demand					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	1,500	-	1,500	-	1,500

Line	E2					
Activity	Inflation					
Description	Cost of 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		149	-	149	-	149

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

Section 3: Summary of Savings

Line B1					
Activity Field social work requirement					
Description Reducing caseloads as a result of investment in 11 FTE early intervention and prevention and screening posts, leading to a reduction of 21 FTE social workers.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.00	(450)	-	(450)	-	(450)

Line B4					
Activity Reorganisation of Transition and CWD Services					
Description A merger of two teams to provide integrated and improved services.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.50	(225)	-	(225)	-	(225)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	This service oversees joint commissioning with NHS colleagues of some healthcare and public health services for vulnerable young people and families, primarily substance misuse prevention and treatment services for under 18s, and some sexual health services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,228	(442)	2,786		10.30
Total Savings Made			(150)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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
	10.30	507	2,721	3,228	(442)	2,786

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

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Demand				
Description	Demand is increasing for direct payments and short breaks.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	300	300	-	300

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

Section 3: Summary of Savings

Line	B1				
Activity	Direct Payments and Short Breaks increasing demand				
Description	Implementation of the current Short Breaks Review.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(150)	(150)	-	(150)

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

Directorate	CYPF
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	1,672	(130)	1,542		40.30
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	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
	40.30	1,400	271	1,672	(130)	1,542

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Cost of 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	14	-	14	-	14

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

Directorate	CYPF
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	534	(108)	426	7.40
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	POLICY & SERVICE IMPROVEMENT					
Description	<p>Improve outcomes for children and their families by enabling quality service improvement :</p> <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
	7.40	349	185	534	(108)	426

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Cost of 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	3	-	3	-	3

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

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Directorate	CYPF
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	13,146	(5,143)	8,003	249.60
Total Savings Made			(573)	4.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	ADOPTION					
Description	<p>Responsible for the recruitment, preparation and assessment of prospective adoptive parents, and their support once a child is in placement, and for searching for a suitable adoptive placement that will meet most of the child's needs, for all Sheffield children with an agreed plan of adoption. The service offers support to adoptive families post placement and post Adoption Order including a wide range of support groups. We also offer support to birth families and adopted adults, including assistance with access to adoption records and counselling. We facilitate the 'letterbox exchange scheme' which assists contact between birth families and adopted children. The service is responsible for administering and reviewing all Residence Order and Special Guardianship Order payments and for undertaking non-agency adoption assessments and providing reports to the Court</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	26.30	936	922	1,857	(547)	1,311

Directorate	CYPF
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
148.40	6,136	1,044	7,180	(2,837)	4,344

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
36.80	1,444	217	1,661	(9)	1,652

Directorate	CYPF
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
	0.00	39	180	219	(124)	95

Line	A5					
Activity	YOUTH JUSTICE					
Description	The Youth Justice Service provides the city's statutory function for the assessment, supervision and support of young people involved in the criminal justice system. Key statutory functions include: assessment, supervision and risk management of young people on community punishment orders and on release from custody; provision of Appropriate Adult services, provision of reports to court; pre-sentence supervision and bail support; support to parents and carers of young offenders; work with victims of youth offending. Sheffield City Council is the lead agency but the service is funded through a statutory partnership funding formula, including contributions from the Home Office, Ministry of Justice, Department for Education, Probation, Police and Health.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	38.10	1,360	868	2,228	(1,627)	601

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

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Reduction of transitional funding				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	333	333

Line	E2				
Activity	Loss of Funding/Income				
Description	Adoption Reform Grant Cessation				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	300	300

Line	E3				
Activity	Loss of Funding/Income				
Description	Youth Justice Grant Reduction				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	140	140

Line	E4				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	77	-	77	-	77

Section 3: Summary of Savings

Line	B1				
Activity	Transition to Independent Living				
Description	Creation of 18-25 Integrated Transition to Independent Living Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(333)	(333)

Line	B2				
Activity	Adoption Reform Grant Cessation				
Description	Service will be funded through mainstream provision.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(100)	(100)

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

Line	B3					
Activity	Youth Justice Grant Reduction					
Description	A cut in funding by Central Government on the Youth Services Grant has been made in 2015/16 and is expected to continue in 2016/17. This will be funded through reductions in the running costs of the service.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	4.00	(140)	-	(140)	-	(140)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Directorate	CYPF
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	2,556	(1,225)	1,331	50.80
Total Savings Made			(90)	2.50

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
50.80	2,111	445	2,556	(1,225)	1,331

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

Section 2: Summary of Pressures (Form Es)

Line	E2				
Activity	Inflation				
Description	Cost of 1% pay award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	21	-	21	-	21

Section 3: Summary of Savings

Line	B1				
Activity	Running and management costs				
Description	Savings in running and management costs, through the amalgamation of functions.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.50	(50)	(40)	(90)	-	(90)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Directorate	CYPF
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	23,783	(2,142)	21,641	8.60
Total Savings Made			(820)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	PLACEMENTS					
Description	<p>Purchasing of Foster beds for 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
	8.60	283	23,500	23,783	(2,142)	21,641

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Fostering inflationary pressures					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	80	80	-	80

Line	E2					
Activity	Demand					
Description	Additional demand on placements, linked to demography.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	240	240	-	240

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

Line	E3				
Activity	Legislation				
Description	Costs attached to implementing Staying Put Policy that can enable a young person's foster care placement to be extended beyond their 18th birthday.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	300	300	-	300

Line	E4				
Activity	Legislation				
Description	National policy requires a transition from minimum wage towards living wage.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	500	500	-	500

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

Section 3: Summary of Savings

Line	B1				
Activity	Fostering inflationary pressures				
Description	Inflationary pressures on fostering allowances to be absorbed by placement budgets				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(80)	(80)	-	(80)

Line	B2				
Activity	Additional Demand on Placements				
Description	To be met within existing placement budgets				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(240)	(240)	-	(240)

Line	B3				
Activity	National Minimum Wage Transition				
Description	Negotiation of contract price with providers ensuring ensuring providers pay their staff the new minimum wage within the existing financial position.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(500)	(500)	-	(500)

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

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	The School Organisation Team fulfils the statutory duty to ensure sufficient high quality school places. The Pupil Admissions Team manages all elements of the school admissions process and is supported by the Children Missing From Education Team who work to ensure that all children missing from education are promptly re-engaged with educational provision. The School Liaison function provides a de-escalation service for school issues and includes the lead for services to schools and governors support.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,979	(5,069)	(91)		90.10
Total Savings Made			(128)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	ACCESS & PUPIL SERVICES					
Description	The School Organisation Team fulfils the statutory duty to plan and provide sufficient high quality Primary and Secondary school places commissioning new provision where it is required and making changes to the organisation of schools. The Pupil Admissions Team provides advice and guidance to parents and schools and manages all elements of the school admissions process from application to appeals and transport. The admissions process is supported by the Children Missing From Education Team who work to ensure that all children missing from education are promptly identified and re-engaged with educational provision. The 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
	90.10	2,661	2,318	4,979	(5,069)	(91)

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Cost of 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	128	-	128	-	128

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

Section 3: Summary of Savings

Line	B1				
Activity	Reductions in Running Costs (ILS)				
Description	Pay award pressure funded through reductions in running costs across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(128)	(128)	-	(128)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	The Learning and Achievement Service provides advocacy for all children and young people's educational outcomes to ensure that they make good progress, with a particular focus on the most vulnerable. In our role as advocate and champion for children, young people and families the Local authority will support, challenge and intervene in schools where necessary.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,966	(1,966)	-	14.13
Total Savings Made			-	0.00

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
14.13	1,474	492	1,966	(1,966)	-

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	The identification of the educational needs of individual children and young people with Special Educational Needs and the provision of high quality statutory services including schools to meet those needs. The provision of targeted services or provision to meet the needs of other identified vulnerable groups at risk of underachievement or exclusion within mainstream schools.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	12,964	(12,964)	-	140.53
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	INCLUSIONS & TARGETED SERVICES					
Description	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					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	140.53	6,256	6,708	12,964	(12,964)	-

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	The function works across the Portfolio and with Partners to support service delivery and change; including consultation and engagement with parents, all partnerships and priority work programmes with schools and children's health and well being.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	2,429	(2,429)	-	47.25
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CHILDREN'S COMMISSIONING 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
	47.25	1,757	672	2,429	(2,429)	-

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	Public Health aims to improve the health of the population and reduce health inequalities through health protection (stopping people being exposed to risk), health promotion (with individuals, communities and organisations) and through influencing the design of health care services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	11,571	(11,571)	-	28.25
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
0.00		301	301	(301)	-

Line	A2				
Activity	ENHANCED SERVICES				
Description	Enhanced Sexual Health Services delivered in Primary Care by GP Practices and Community Pharmacy. Provision of long acting reversible contraception, emergency hormonal contraception and chlamydia screening.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		470	470	(470)	-

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
0.00		170	170	(170)	-

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

Line	A4				
Activity	PUBLIC HEALTH INFRASTRUCURE				
Description	CYPF Public Health Team staffing who deliver public health planning, health protection, contracting and commissioning activity. Includes other public health contracts as follows: - Healthy Weight Service. Providing the Health, Exercise and Nutrition for the Really Young (HENRY) programme for Early Years and Families; - delivery of Genetics work as part of the Sheffield Infant Mortality Strategy				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
28.25	837	803	1,641	(1,641)	-

Line	A5				
Activity	SCH - SCHOOL NURSING				
Description	Statutory delivery of the 0-19 HCP. Delivery of mandatory Health Visiting functions (new birth visits, post natal visits) and statutory requirements for Safeguarding, National Child Measurement Programme, universal health screening on school entry and Vaccinations and Immunisations. Universal service delivered to 0-4 years and 5-19 years. Provided by a new integrated model through redesign of Health Visiting and School Nursing services.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	903	903	(903)	-

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
0.00	-	8,087	8,087	(8,087)	-

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings

Line	F1				
Activity	Reduction in Sheffield Teaching Hospital contract				
Description	Sheffield Teaching Hospital will be delivering a 15% contract value reduction in 2016/17 in return for a 2 year contract				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(547)	(547)	547	-

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

Line	F2				
Activity	Reduced cost of services purchased through SCH				
Description	Sheffield Children's Hospital Trust will be delivering 15% savings through the re-design of the 0-4 Integrated Healthy Child Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(279)	(279)	279	-

Line	F3				
Activity	Service redesign of School Nursing service				
Description	Sheffield Children's Hospital Trust will be delivering 15% savings through the re-design of the 5-19 Integrated Healthy Child Service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(209)	(209)	209	-

Line	F4				
Activity	Health Visiting				
Description	Full year effect of 2015/16 re-negotiation of the Health Visiting Contract.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(261)	(261)	261	-

Line	F5				
Activity	Public Health staffing				
Description	Deletion of vacant posts in CYPF and other roles and responsibilities to be redefined.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	(126)	-	(126)	126	-

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

Description of core purpose of Planning Entity	Secures external funding, designs and commissions employment and skills programmes for the city's residents and in support of city-region strategies.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	8,304	(6,905)	1,399	35.41
Total Savings Made			(200)	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
12.69	459	2,263	2,723	(3,023)	(300)

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 and core learners. - operates Opportunity Sheffield brokering job and training opportunities with the city's employers placing jobseekers in work and sourcing apprenticeships. - 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
22.72	793	4,788	5,581	(3,882)	1,699

Section 2: Pressures (Form Es) - None Identified

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

Section 3: Summary of Savings

Line	B1				
Activity	Developing the Skills for Life and Work:Skills Hub				
Description	Re-profile of income from skills and employment services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(200)	(200)	-	(200)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings

Line	F1				
Activity	Savings in ESA Pathway				
Description	Education Support Allowances (ESA) Pathway is a 2 year programme due to be completed during 2016/17. There is a lower match funding requirement for a DWP funded project.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(88)	(88)	88	-

Directorate	CYPF
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	9,895	(9,828)	66		83.32
Total Savings Made			(192)		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
	0.78	73	4,348	4,421	(4,453)	(32)

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
	14.42	712	1,214	1,926	(1,926)	-

Directorate	CYPF
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
6.79	287	63	350	(350)	-

Line	A4				
Activity	ENRICHMENT PROGRAMME				
Description	<p>Children's University and Enrichment.</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"> - 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. - generating community-based positive activities in partnership with public and third sector agents. 				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.37	158	78	237	(237)	-

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. - work based assessments and further education in vocational sectors. 				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
56.96	1,897	1,064	2,962	(2,864)	98

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

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Loss of EFA funding to training units				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	160	160

Section 3: Summary of Savings

Line	B1				
Activity	Opportunity Sheffield Re-organisation				
Description	Lifelong Learning - placement officer to move from general fund to grant funding as part of Opportunity Sheffield reorganisation.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(32)	(32)	-	(32)

Line	B2				
Activity	Loss of EFA Funding to training units				
Description	Full year effect of 2015/16 restructure				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(160)	(160)

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

Directorate	CYPF
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 to support service planning, delivery, monitoring and development and direct support to schools. Undertakes joint work with statutory partners including NHS, Police and Probation. Partnership working arrangements, such as the 0-19+ Partnership and Children's Trust Executive Board.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,196	(1,115)	82	26.76
Total Savings Made			(100)	0.00

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
26.76	1,037	159	1,196	(1,115)	82

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1				
Activity	Review of Performance and Analysis Service				
Description	Strategic realignment of core activities against funding stream and service restructure, including deletion of vacancies in 2015/16 which will have a full year effect in 2016/17. The service will generate income e.g. from Schools				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(77)	-	(77)	(23)	(100)

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

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	14-24 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 14-24 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). Oversees the city's 14-24 strategy.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,895	(1,825)	70	9.27
Total Savings Made			(56)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	14 - 19 PARTNERSHIP					
Description	<p>Commissions and quality assures provision of 14 -16 Vocational Skills Programme for 900 learners as purchased by schools.</p> <p>Organises the city's Alternative Provision for 500 most vulnerable young people e.g. Looked After Children, not on school roll, home educated.</p> <p>Plans the city's 16 -19 provision jointly with government agencies.</p> <p>Leads on education employer links prioritising growth sectors and enterprise.</p> <p>Leads city's 14-24 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
	9.27	512	1,383	1,895	(1,825)	70

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1					
Activity	14-19 Service					
Description	Post moving from general fund to EFA / SFA grant funding from April 2016.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	(56)	-	(56)	-	(56)

Directorate	CYPF
Service	LIFELONG LEARN, SKILL & COMMUN
Planning Entity	14-24 PARTNERSHIP (Division)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Directorate	CYPF
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 SCR 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 is externally funded and comprises 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	1,563	(857)	707	21.75
Total Savings Made			(80)	0.00

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
	21.75	1,261	303	1,563	(857)	707

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Cost of 1% pay award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	80	-	80	-	80

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

Section 3: Summary of Savings

Line	B1				
Activity	Reductions in Running Costs (LLSC)				
Description	Pay award pressure funded through reductions in running costs across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(80)	(80)	-	(80)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Directorate	CYPF
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	4,955	(898)	4,057	23.84
Total Savings Made			(665)	0.00

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 staff who are deployed into Community Youth Teams (CYTs). Identifies and delivers preventative programmes to vulnerable young people at risk of 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
	18.97	726	545	1,271	(99)	1,173

Line	A2					
Activity	UNIVERSAL SERVICES					
Description	Commissions activity through Sheffield Futures and other third sector partners including: - Capacity building to grow grass roots development of positive activities focussed on communities where there are gaps in provision - Direct delivery of targeted youth engagement programmes - Identification, tracking and re-engagement of young people Not in Education, Employment or Training (NEETs) into learning or employment - Youth Involvement through the Youth Cabinet and UK Youth Parliament Members, Young Advisers, Young Inspectors and local youth forums - A traded service in Careers Guidance for schools - Information, Advice and Guidance for vulnerable groups, including young people with Learning Difficulties and Disabilities, Looked after Children, young offenders and young parents					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	4.87	190	3,494	3,683	(800)	2,884

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

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1				
Activity	Developing Skills for Life and Work:Youth service				
Description	A review of youth involvement and Community Youth Teams and a redesign of Youth Services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(145)	(489)	(634)	(31)	(665)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Communities

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
<u>CARE AND SUPPORT</u>			
Access Prevention & Reablement	3,983	824	3,159
Contributions to Care	1,273	34,604	-33,330
Learning Disability Service	61,840	2,687	59,153
Long Term Support	79,049	2,755	76,294
Provider Services	9,996	2,815	7,182
	<u>156,141</u>	<u>43,685</u>	<u>112,458</u>
<u>COMMISSIONING</u>			
Housing Commissioning	10,893	2,225	8,668
Mental Health Commissioning	12,714	1,098	11,616
Public Health DACT	8,105	7,209	896
Social Care Commissioning	8,065	4,162	3,902
	<u>39,777</u>	<u>14,694</u>	<u>25,082</u>
<u>COMMUNITY SERVICES</u>			
Libraries	5,678	1,221	4,456
Locality Management	2,445	1,053	1,392
Public Health Community	1,517	1,506	11
	<u>9,640</u>	<u>3,780</u>	<u>5,859</u>
<u>HOUSING GENERAL FUND</u>			
Business Planning	1,305	519	786
City Wide Housing Service	4,745	2,119	2,625
Neighbourhoods Int & Tenant Supp-Gen	2,026	1,524	502
Sustainable City	1,465	1,596	-130
	<u>9,541</u>	<u>5,758</u>	<u>3,783</u>
<u>BUSINESS STRATEGY</u>			
Executive and Portfolio-wide Services	4,566	682	3,884
Planning and Performance	848	128	720
Quality and Safeguarding	2,510	530	1,980
	<u>7,924</u>	<u>1,340</u>	<u>6,584</u>
	223,023	69,257	153,766

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

Description of core purpose of Planning Entity	The service supports the Care Act's guidance to prevent, reduce and delay the need of care and support by offering early intervention initiatives, information and advice, assessment for new service users, identifying changes in needs following a period of reablement, and preventative and reablement services.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	3,983	(824)	3,159	109.21
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	ACCESS PREVENTION & REABLEMENT
Description	Hospital and Intermediate Care based services. The primary function of this service is to support people to return home from hospital safely, avoid inappropriate hospital admission and provide Social Work support for those with significant health conditions.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
73.15	2,238	121	2,359	(324)	2,035

Line	A2
Activity	ADAPTATIONS, HOUSING & HEALTH
Description	Occupational therapy assessments, provision of equipment for minor and major adaptations, disabled facilities grant team, adaptations to non-council houses, health and housing team assessments for re-housing priorities on health grounds and the sensory impairment team.
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36.06	1,232	391	1,624	(500)	1,123

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	This service delivers financial assessments, payment recovery and resources management and runs the direct payment process.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,273	(34,604)	(33,330)		41.97
Total Savings Made			(200)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CHC INCOME					
Description	Income from Clinical Commissioning Group where individuals' care packages are either wholly or partially eligible for Health Funding.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00			-	(8,607)	(8,607)

Line	A2					
Activity	ILF INCOME					
Description	Income from Independent Living Fund where Sheffield City Council acts as the award manager for individuals.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00			-	(373)	(373)

Line	A3					
Activity	INTEGRATED CHARGE INCOME					
Description	Income from service users' contributions for non residential care, as assessed under Sheffield's Fairer Contributions Policy.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	-	-	(9,009)	(9,009)

Line	A4					
Activity	RESI, NURSE & PTY INCOME					
Description	Service User Contributions for residential and nursing care as assessed using national regulations.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00			-	(16,587)	(16,587)

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

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

Line	A6				
Activity	SOCIAL CARE ACCOUNTS SERVICE				
Description	Cost of the Social Care Accounts Service team which administers the payment for all care packages, manages direct payments to service users and financially assesses individual service users and collects income.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
41.97	1,165	108	1,273	(27)	1,246

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1				
Activity	Maximising Income Options - ASC				
Description	Anticipated increase in benefits will lead a corresponding increase in customers' contributions to care. The majority of this increase will apply to older customers receiving pension credit and an Equality Impact Assessment will be carried out. Any increase in care costs will automatically produce an further increase in customer contributions (from September 2016)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(200)	(200)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	The Learning Disabilities team assesses needs and provides specialist community based services, accommodation and support, short break services, specialist mental health services and services for fulfilling lives through self directed support and personal budgets.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	61,840	(2,687)	59,153	229.28
Total Savings Made			(2,640)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A6				
Activity	LEARNING DISABILITIES - OTHER				
Description	Specialist support on housing and support on accommodation developments and general support to services				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	18	18	-	18

Line	A7				
Activity	LD PROVIDER SERVICES				
Description	This function provides services to adults assessed as having eligible needs.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
126.28	5,510	529	6,039	(12)	6,027

Line	A9				
Activity	PURCHASING LD				
Description	Care purchased from the independent sector, direct payments and self directed support.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	53,285	53,285	(2,150)	51,135

Line	A11				
Activity	LD A&CM				
Description	Assessment and Care Management teams supporting Learning Disability service users.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
103.00	2,133	366	2,499	(525)	1,973

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

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Care Home Fees 2% increase, based on the 2015/16 estimate.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	107	107	-	107

Line	E3				
Activity	Loss of Funding/Income				
Description	Shortfall in funding to support Independent Living Fund (ILF) service users, as legislation and the level of funding received by the Council change.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	1,922	1,922	-	1,922

Line	E6				
Activity	Legislation				
Description	Cost pressures				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	227	227	-	227

Section 3: Summary of Savings

Line	B1				
Activity	Learning Disabilities Commissioning Project				
Description	The aim of this saving is to improve outcomes for people with a learning disability, ensure best value and achieve savings through improvements to: LD Accommodation Care and Support Market Development Social Inclusion and Family Resilience				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1,640)	(1,640)	-	(1,640)

Line	B3				
Activity	Reviews and Reassessments				
Description	Continue to make sure that people with learning disabilities have the support they need to live their lives more independently with less reliance on formal services.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(1,000)	(1,000)	-	(1,000)

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

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	The service assesses needs and provides resources for the care and protection of vulnerable older people, including adults with a physical disability or sensory impairment and their carers. The aim is to provide through self directed support and personal budgets care and support for people either in their own homes, or in residential care, by working in close partnership with health colleagues, Sheffield Homes, Care4you, the independent sector and voluntary organisations to assess and provide care as required.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	79,049	(2,755)	76,294	148.00
Total Savings Made			(190)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ADULT SOCIAL CARE PURCHASING				
Description	Care purchased from Independent Sector Providers, via direct payments and self directed support. Primarily provision of services where there is statutory duty to meet the required needs. Some provision of preventative services, to avoid higher levels of need developing (therefore maximising independence and minimising higher cost packages).				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	73,152	73,152	(2,328)	70,824

Line	A3				
Activity	CASE MANAGEMENT FUNCTION				
Description	Provide time limited support/Social Work services to enable people to continue to live as independently as possible. Provision of support/protection for very vulnerable people. Statutory duties associated with Community Care Services define the responsibilities to assess needs and provide services. To assess and manage risks associated with vulnerable service users to agree outcomes with them to keep them free from harm and as independent as possible whilst remaining in their own home. Additionally to support people who have to go into care or who have complex mental health problems. We also work with the Sheffield Clinical Commissioning Group to establish eligibility for either social care or health care funding.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
67.00	2,473	256	2,729	(307)	2,422

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

Line	A4				
Activity	REVIEW & REASSESSMENT FUNCTION				
Description	The Council must review/reassess users who require Care and Support to determine whether their eligible needs have changed and to ensure that support continues to be provided cost effectively.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
53.00	1,636	76	1,712	-	1,712

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
28.00	1,157	300	1,457	(120)	1,337

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Demand				
Description	Increase in demand for adult social care services due to demographic changes.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	513	513	-	513

Line	E2				
Activity	Inflation				
Description	Care Home Fees Price Increase.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	127	127	-	127

Line	E4				
Activity	Legislation				
Description	Cost pressures				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	2,409	2,409	-	2,409

Line	E9				
Activity	Loss of Funding/Income				
Description	ILF Funding reduction to SCC but the responsibility to the clients continues				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	778	778	-	778

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

Section 3: Summary of Savings

Line	B4					
Activity	Redesign Occupational Therapy					
Description	The proposal is to identify ways to streamline the Occupational Therapy assessment process and the provision of adaptations and equipment, as well as improving the focus on prevention.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(190)	(190)	-	(190)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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	9,996	(2,815)	7,182		404.81
Total Savings Made			(2,000)		76.00

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
	10.00	327	1,010	1,337	(99)	1,238

Line	A2					
Activity	REABLEMENT SERVICES					
Description	Provides reablement services to Sheffield people.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	330.00	4,792	578	5,370	(398)	4,972

Line	A3					
Activity	CARE4YOU 24 HOUR RESPONSE SERV					
Description	Enabling our customers to lead healthy and independent lives through the installation of equipment and provision of emergency care advice, support and practical help 24 hours a day, 365 days per year (helping the individual to remain safe, secure and independent at home).					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	28.85	886	323	1,209	(2,109)	(899)

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

Line	A4				
Activity	CARE4YOU BUSINESS & PERFORMANC				
Description	Provides the Management and Administration support. This support is provided via business support and reception function, quality assurance and performance reporting.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
15.00	553	680	1,233	-	1,233

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
20.96	647	60	706	(209)	497

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
0.00	-	142	142	-	142

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1				
Activity	Hospital Discharge Management				
Description	The proposal is to remodel the support service for people leaving hospital, to be clearly focused on helping people to recover independence and be able to stay well within their own home.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
76.00	(2,000)	-	(2,000)	-	(2,000)

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

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Description of core purpose of Planning Entity	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	10,893	(2,225)	8,668		9.84
Total Savings Made			(5,200)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A3				
Activity	HOUSING RELATED SUPPORT				
Description	Maintaining independence for vulnerable people who need additional support to maintain a tenancy.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
9.84	390	10,504	10,893	(2,225)	8,668

Line	A5				
Activity	SOCIAL HOUSING				
Description	Contract payments for partnership working with other providers for services including grounds maintenance, strategy and standards.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	-	-

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1				
Activity	Housing Partnership Financing Debt				
Description	Reviewing the financial arrangement of the Housing Partnership fund (Places for People)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(5,000)	(5,000)	-	(5,000)

Line	B2				
Activity	Reprocurement & consolidation housing independence				
Description	There will be further changes to the portfolio of housing support services next year. The net impact of these changes will be a reduction in overall spend of 200k.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(200)	(200)	-	(200)

Directorate	COMMUNITIES
Service	COMMISSIONING
Planning Entity	HOUSING COMMISSIONING (Division)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings

Line	F1					
Activity	PH Floating Support					
Description	Public health investment in floating support will be sustained at the current level as this is a priority area. However, revenue savings from the wider housing support revenue budget will be redirected to the public health budget. This will mean that the planned pilots on better supporting (a) people with very challenging behaviours; and (b) young people needing housing support will be scaled back.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(150)	(150)	150	-

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	12,714	(1,098)	11,616		92.04
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	ASSESSMENT & CARE MGNT-MH					
Description	Social work teams (seconded to Sheffield Health and Social Care Foundation Trust) providing information, care and advice including approved social workers, assessing the support needs of vulnerable people, agreeing and arranging care packages, reviewing care and support. Undertaking statutory assessments under the Mental Health Act.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	79.00	2,080	7,336	9,417	(328)	9,089

Line	A2					
Activity	COMMISSIONING MENTAL HEALTH					
Description	Partnership grants and support for Carers of people with Mental Health issues.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00		506	506	(203)	303

Line	A3					
Activity	COMMUNITY & DAY SERVICES - MH					
Description	Partnership payments to Sheffield Health and Social Care Foundation Trust (SHSCFT) for provision of mental health services on behalf of the City Council under the Section 75 Partnership Agreement and internal provision of day services for adults under 65. Staff employed by SHSCFT.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00		16	16		16

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

Line	A4				
Activity	OLDER PEOPLES MENTAL HEALTH				
Description	Resource centre provided by Sheffield Health and Social Care Foundation Trust (SHSCFT) short term care and day care. Staff employed by SHSCFT.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.04	219	2,039	2,257	(150)	2,107

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
3.00	119	400	518	(417)	102

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Legislation				
Description	Cost pressures				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	22	22	-	22

Line	E4				
Activity	Inflation				
Description	Sheffield Care Trust is currently overspending on Social Worker pay expenditure - there is a high risk that this is because the SCC contract funding does not cover the staffing levels prescribed in the s75 Partnership Agreement.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	200	200	-	200

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	Reducing the risk of, and increasing safety around, substance abuse and domestic abuse. Inspiring change to aid recovery from these issues.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	8,105	(7,209)	896	17.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	DRUG & ALCOHOL SERVICES CS					
Description	<p>Public Health and other sources fund a range of community based interventions for drugs, alcohol and domestic abuse. This ranges from brief interventions through to structured medical treatment. Interventions are aimed at both harm reduction and recovery from substance misuse dependence; and reducing risk and providing support to victims of domestic abuse.</p> <p>The service aims to respond to new challenges in terms of drug trends. A key area for the city is in increasing recovery capital and opportunities including links with mutual aid.</p>					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	17.00	472	7,633	8,105	(7,209)	896

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

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

Section 5:Public Health Savings

Line F1					
Activity Opiate and Non Opiate Service					
Description 1. Services were commissioned with reduced annual value from year 2 of the contract. Already planned. 2. A saving was delivered at the point of tender on drug treatments in addition to reducing the costs in the second contract year.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(184)	(184)	184	-

Line F2					
Activity Reduction of DACT infrastructure					
Description Costs to be absorbed through efficiencies within the team running costs.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(12)	(12)	12	-

Line F3					
Activity DACT Projects					
Description Savings to be achieved through minor cuts					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(8)	(8)	8	-

Line F4					
Activity Drug Intervention Prog (DIP) Addaction contract					
Description 1. 16-17 onwards changes made to contract payments when contract is a) put out to tender or b) extended via waiver for 12 months. 2. Reduced coverage in custody suites (shared coverage arrangement with Rotherham DIP from 2016-17). 3. Reduced post prison release engagement work (role to be taken on by NACRO and funded elsewhere).					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(147)	(147)	147	-

Line F6					
Activity Alcohol Strategy and further investment					
Description The new Alcohol Strategy 2016-2020 aims to raise the profile of alcohol related harms and the need for investment in treatment in the city and encourage more individuals to access interventions. This saving is based on offering the contract out at a standstill price and offering the previously agreed additional investment up as a saving.					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(128)	(128)	128	-

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	8,065	(4,162)	3,902		67.70
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A2				
Activity	PARTNERSHIP FUNDING & CONTRACT				
Description	Funds a range of projects and programmes delivered internally and by Voluntary, Community and Faith Sector and private providers eg Carers provision, Health and Wellbeing Board, development of Health and Social Integration.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.33	266	1,557	1,823	(606)	1,217

Line	A3				
Activity	STAFF & SUPPLIES				
Description	Contract management and commissioning of adult social care services which are delivered by Voluntary, Community and Faith sectors and private providers. Developing the Joint Strategic Needs Assessment and commissioning strategies, eg Carers, prevention, Black and Minority Ethnic, Quality in Care Homes. Partnership contract management for Adult Mental Health; resource management for independent Home Care; monitoring of care homes and other care providers.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
61.37	2,157	4,084	6,242	(3,556)	2,685

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

Section 2: Pressures (Form Es) - None Identified

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings

Line	F1					
Activity	PH VCF Small contracts					
Description	10% reduction in cost of small contracts					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(30)	(30)	30	-

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

Description of core purpose of Planning Entity	Providing welcoming, safe places* where people of all ages can access and share a range of resources, information and knowledge. (*both physical and 'digital' spaces)
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	5,678	(1,221)	4,456		109.69
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

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

Line	A2					
Activity	CENTRAL & COLLECTIONS					
Description	The Sheffield Central Library, the Library Theatre, The Business and Intellectual Property Centre and the management of the council's library collections and its' audience development.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	24.03	687	888	1,576	(201)	1,375

Line	A3					
Activity	CO-DELIVERED LIBRARIES					
Description	5 Libraries which are run by volunteers with Sheffield City Council support by maintaining buildings and providing lending materials not part of the Council's Library service.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.72	27	93	120	(22)	98

Line	A5					
Activity	HERITAGE SERVICES					
Description	Sheffield's Archives and Local Studies Service which also includes records management.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	14.47	414	186	600	(314)	285

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

Line	A6				
Activity	HUB & HOME LIBRARIES				
Description	12 Sheffield City Council Hub Libraries (Tinsley until end of February 2016), including our Home Library Service to people that are not able to access a community library.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
48.94	1,241	355	1,596	(184)	1,413

Line	A7				
Activity	LEADERSHIP TEAM				
Description	The Management Team for the Libraries Archives and Information Service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.00	318	17	335	(18)	316

Line	A8				
Activity	SERVICE DEVELOPMENT				
Description	Support functions for the Library Archives and Information Service including IT and E-Services, Schools and Children's Library Service and the World Metal Index also come under this section.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
14.53	528	636	1,165	(482)	683

Line	A9				
Activity	SPECIAL: PROJECTS/BUDGETS				
Description	Allocation of three year funding (this being year 2) per the cabinet report to run the shortfall on Associate Libraries				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00		287	287		287

Section 2: Pressures (Form Es) - None Identified

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	Sheffield's wards are grouped into 7 service delivery areas, each made up of 4 wards. Each area has a Local Area Partnership, which will encourage partnership work between Councillors, the public sector, the private sector and the voluntary, community and faith sector. Each Local Area Partnership will focus on tackling 3 or 4 key priorities, which have been informed by the ward plans. To address these priorities service providers will become more integrated and efficient and will work with communities to ensure they become stronger and more resilient.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,445	(1,053)	1,392		17.00
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	Recharged fee income					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	7	7	(45)	(38)

Line	A3					
Activity	LOCALITY AREA					
Description	Sheffield's wards are grouped into 7 Service Delivery Areas, each made up of 4 wards. Each area has a Local Area Partnership which will encourage partnership work between Councillors, the public sector, the private sector and the voluntary, community and faith sector. Each Local Area Partnership will focus on tackling 3 or 4 key priorities, which have been informed by the ward plans. To address these priorities service providers will become more integrated and efficient and will work with communities to ensure they become stronger and more resilient.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	17.00	476	297	774	-	774

Line	A4					
Activity	VOLUNTARY SECTOR					
Description	Supporting the development of the Voluntary Community Faith sector, co-ordination grant funding aid, mainstream council and partnership funding maximising the use of external funding. Cohesion and migration works regionally and nationally to share best practice and ensure a joined up approach to new arrivals to the city. We work with strategic partners on national and international migration issues. We work with Voluntary Community Faith groups on partnership approaches to community cohesion , co-producing a new cohesion strategy for the city.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	1,664	1,664	(1,008)	656

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

Section 2: Pressures (Form Es) - None Identified

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings

Line	F1				
Activity	PH Sheffield Advice				
Description	Potential to trade for other support and medium term funding arrangements				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	(93)	(93)	93	-

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

Description of core purpose of Planning Entity	The specific budgets transferred to Communities Portfolio fund the work of the Drug and Alcohol Advice Team covering prevention and treatment of alcohol and drug dependency. The Public Health Commissioning team is funded through the PH grant and covers mental health promotion, long term conditions and work to promote the health of people with learning difficulties and other vulnerable adults. The funding also includes the work of the Community Wellbeing Programme (CWP) team. The CWP is a community based programme operating primarily in the most disadvantaged parts of the City, which builds on community assets to address root causes of ill health, promote healthier lifestyles and facilitate access to health services. The team also covers work to develop the public health role of council staff. The CWP and contracts have recently been included in Integrated Health and Social Care.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,517	(1,506)	11	6.00
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	COMMUNITIES PH CONTRACTS				
Description	Public Health commissions the voluntary sector to deliver a number of Public Health services for the delivery of the Community Wellbeing 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
0.00	(73)	1,336	1,262	(1,262)	-

Line	A3				
Activity	COMMUNITIES PH STAFF				
Description	In house provision includes coordination, governance of the Health Trainers service although the operational work of this service is commissioned through Voluntary Community Faith organisations. Health Trainers are largely funded through the Sheffield Clinical Commissioning Group. Work to support people with HIV is directly provided by social care staff.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.00	229	26	255	(244)	11

Line	A4				
Activity	COMMUNITIES PH NON PAY				
Description	The services and supplies non pay budget covers a range of interventions to support the delivery of the key areas of work team including public health campaigns.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	-	-

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

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

Section 5:Public Health Savings

Line	F1				
Activity	Communities PH Staff				
Description	A process to consolidate pay savings across Commissioning and Community Services. An estimated loss of posts equivalent to 16 fte.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
16.00	(514)	-	(514)	514	-

Line	F2				
Activity	Communities PH Supplies and Services				
Description	Business support, supplies and services - reduced event budget, business support reduction pro rata to staff				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(100)	(100)	100	-

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

Description of core purpose of Planning Entity	Rents, charges and back office costs associated with the council housing (HRA) business plan.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,305	(519)	786		16.30
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	CENTRAL OVERHEADS				
Description	Costs of running the housing business planning function				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.00	378	4	382	(336)	46

Line	A2				
Activity	SOCIAL HOUSING				
Description	The budgets fall into two categories. 1. The cost of the Housing Business Plan team (much of which is recharged to the HRA) 2. General Fund contributions to the HRA either where services provided benefit not just to tenants but to the wider community, or where the service provided by the Council Housing Service cannot lawfully be funded from the HRA (eg grounds maintenance, nominations to housing associations etc)				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.30	194	729	923	(183)	740

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	To provide city wide and specialist housing services focusing on prevention of housing crisis and to support independent living.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	4,745	(2,119)	2,625		61.11
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	ACCOMMODATION & SUPPORT				
Description	Provision of accommodation, support and related services for Refugees under Gateway Programme, temporary accommodation (including bed and breakfast) for customers owed statutory housing duties and access to supported housing. High support service for families.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
25.99	733	1,182	1,915	(1,403)	512

Line	A2				
Activity	HOUSING OPTIONS & ADVICE				
Description	Statutory homeless services including homeless prevention, homeless assessments and advice about housing problems. Local Assistance Scheme - loans for customers in an emergency and grants to support independent living.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
34.12	1,265	1,375	2,640	(554)	2,085

Line	A3				
Activity	GYPSIES AND TRAVELLERS				
Description	Management of gypsy and traveller sites in the City and support to residents of sites.				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	60	130	190	(162)	28

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

Section 2: Pressures (Form Es) - None Identified

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	Services to support thriving communities and neighbourhoods. Additionally works with private sector housing provision to improve quality and standards.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,026	(1,524)	502		33.61
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
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
	22.81	936	275	1,211	(604)	607

Line	A2					
Activity	SAFER COMMUNITIES PARTNERSHIP					
Description	This team is responsible for coordinating the Partnership to deliver the city's Community Safety Strategy, Joint Strategic Intelligence Assessment Action Plan and its statutory duties. This partnership has been developed to bring together all strategic partners - Council, Health, Police, Fire, Probation Services, Voluntary Section and range of other support services to achieve the city's ambition.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	10.80	349	167	516	-	516

Line	A3					
Activity	CENTRAL OVERHEADS					
Description	Cost of delivering the services in the neighbourhoods service.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	299	299	(921)	(622)

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

Section 2: Pressures (Form Es) - None Identified

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings

Line	F1					
Activity	PH Private Sector Housing					
Description	Consolidation of some housing functions across PLACE/Communities					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	1.00	(24)	-	(24)	24	-

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

Description of core purpose of Planning Entity	Sustainable City is responsible for developing the City's Housing Strategy, including the wider growth strategy, as well as leading on the related policy development. The service also acts as the lead on the delivery of wider housing and regeneration programmes, including the Council Housing stock acquisition and new build programme, custom build and Successful Centres programme. The service has responsibility for the management of Housing Capital Investment Programmes, including New Homes Bonus and also provides regional loans service to 21 local authorities. The service has a role to lead on the development of housing and neighbourhood-related energy and sustainability projects and programmes.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,465	(1,596)	(130)	30.76
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	INVESTMENT CLIENT				
Description	Delivers client function for investment				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.00	131	2	133	(131)	2

Line	A2				
Activity	LOANS				
Description	The Regional Loans Team provides services to Local Authorities in the wider region which facilitates the provision of loan products to vulnerable households. Loans are funded from a regional fund or by individual local authorities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.60	147	24	171	(170)	1

Line	A3				
Activity	REGENERATION				
Description	The Housing and Neighbourhood Regeneration Team is responsible for the development and delivery of a number of regeneration programmes.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.62	632	27	659	(570)	89

Line	A4				
Activity	STRATEGIC INVESTMENT				
Description	The Strategic Capital Investment Team is responsible for the overall programme management of the Housing and Neighbourhood Investment Programmes. This includes management of the New Homes Bonus Programme.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.54	179	3	183	(154)	29

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

Line	A5				
Activity	STRATEGY & POLICY				
Description	The Strategy and Policy team is responsible for the development and delivery of the Councils Housing Strategy as well as other related housing strategies and policies. This includes housing growth and the provision of new homes, how we make best use of our existing stock and how we support vulnerable people.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.00	212	7	220	(113)	107

Line	A6				
Activity	SUSTAINABLE CITY MANAGEMENT				
Description	Responsible for the overall management of the service.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	99	2	100	(458)	(358)

Section 2: Pressures (Form Es) - None Identified

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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	4,566	(682)	3,884		124.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	EXECUTIVE				
Description	Executive Director and Business Strategy Management Team and support				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.00	943	23	966	(134)	833

Line	A2				
Activity	PORTFOLIO-WIDE SERVICES				
Description	General, 'central' Communities Portfolio overheads, including the provision of business support services and the Mail and Insurance contracts.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
120.00	2,819	782	3,600	(549)	3,051

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Cost of the Sheffield City Council Pay Award for 2016/17.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	400	-	400	-	400

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

Directorate	COMMUNITIES
Service	BUSINESS STRATEGY
Planning Entity	PLANNING & PERFORMANCE (Division)

Description of core purpose of Planning Entity	Responsible for business architecture and infrastructure, business intelligence, business systems, performance management, service business planning, financial planning, programme/project management and governance for the Communities Portfolio.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	848	(128)	720		23.48
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	INFO MANAGEMENT & SYSTEMS					
Description	Responsible for business architecture and infrastructure, business intelligence and business systems for the Communities Portfolio.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	9.02	408	106	514	(11)	502

Line	A2					
Activity	PERFORMANCE, PLANNING & CHANGE					
Description	Responsible for performance management, service business planning, financial planning, programme/project management and IT system development for the Communities Portfolio.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	14.46	311	23	334	(117)	217

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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	2,510	(530)	1,980	36.01
Total Savings Made			-	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	QUALITY AND SAFEGUARDING				
Description	This service includes the Adult Safeguarding, Mental Capacity Act and Deprivation of Liberty Safeguards (DoLS) teams which are funded through a joint partnership with health, probation, police and fire services. 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.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
36.01	959	1,551	2,510	(530)	1,980

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Legislation				
Description	Impact of legislation on Deprivation of Liberty - increased volumes of assessments and reviews to be undertaken by the MCA Team.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	500	500	-	500

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

Place

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Business Strategy and Regulation	39,815	7,885	31,930
Capital & Major Projects	10,624	10,304	319
Creative Sheffield	2,946	1,104	1,842
Culture & Environment	27,390	14,041	13,349
Marketing Sheffield	2,230	1,605	625
Regeneration & Development Services	99,477	18,440	81,037
	182,482	53,379	129,102

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	39,815	(7,885)	31,930		148.85
Total Savings Made			(1,295)		47.11

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
2.70	336	593	929	(475)	454

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
94.55	3,267	913	4,180	(1,043)	3,137

Line	A5				
Activity	LICENSING				
Description	Delivery of the Council's 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
19.18	703	530	1,233	(1,209)	24

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

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
8.60	376	179	555	(66)	489

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
16.82	386	86	472	(79)	393

Line	A9				
Activity	WASTE MANAGEMENT				
Description	Household waste collection and treatment services provided through outsourced integrated waste management contract with Veolia. The long term contract, to 2036, included the development of the Energy Recovery Facility, enabling the city to recover energy from waste and achieve one of the highest landfill diversion rates in the country. The budget includes a small client team responsible for the management of the contract and development of the strategy for managing waste in the city.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
7.00	386	32,059	32,445	(5,013)	27,433

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	7	7	-	7

Line	E2				
Activity	Inflation				
Description	Provision for Pay increase (1%)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	65	-	65	-	65

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

Line	E3				
Activity	Inflation				
Description	Provision for RPI contract inflation on waste management (1.1%)				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	330	330	-	330

Line	E4				
Activity	Loss of Funding/Income				
Description	Provision to cover falling recycled material prices (£400k) and to reflect revised blue bin contract price (£350k) within the waste management service.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	350	350	400	750

Line	E5				
Activity	Demand				
Description	Provision for increased costs on the waste management contract reflecting 2% increase in waste volumes and increased households (black bins).				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	550	550	-	550

Line	E6				
Activity	Demand				
Description	Provision for planned budget savings now at risk in waste management				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	2,552	2,552	-	2,552

Line	E8				
Activity	Demand				
Description	Provision for costs associated with enforcement operations in the Environmental Regulation service.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	-	150	150	-	150

Line	E9				
Activity	Loss of Funding/Income				
Description	Reduction in fee income offset by staff saving.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	-	-	39	39

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

Section 3: Summary of Savings

Line	B5				
Activity	Alternative Savings Plan - Place-wide				
Description	Place organisational reviews as follows :- Management rationalisation (£350k), business support review (£150k) (half year impact).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
30.00	(500)	-	(500)	-	(500)

Line	B8				
Activity	Alternative Savings Plan - Business Strat & Reg				
Description	Sustained improvement review of and reduction in discretionary spend on supplies and services across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(75)	(75)	-	(75)

Line	B9				
Activity	Alternative Savings Plan - Business Strat & Reg				
Description	Deletion of 3 (2.5fte) vacant posts in Environmental Regulations.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.50	(75)	-	(75)	-	(75)

Line	B10				
Activity	Alternative Savings Plan - Business Strat & Reg				
Description	Inflationary increases to fees and charges. Greater cost recovery for service provision. Mainly to third parties				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(63)	(63)

Line	B11				
Activity	Alternative Savings Plan - Business Strat & Reg				
Description	Reduction in opening hours of the kennel service (from 13 to 11.5 hrs a day).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(15)	-	(15)	-	(15)

Line	B12				
Activity	Alternative Savings Plan - Business Strat & Reg				
Description	Sustained improvement through deletion of 3 vacant posts.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	(79)	-	(79)	-	(79)

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

Line	B13					
Activity	Alternative Savings Plan - Business Strat & Reg					
Description	Reduction in staffing across the service via VER/VS (9 posts).					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	6.90	(238)	-	(238)	-	(238)

Line	B14					
Activity	Alternative Savings Plan - BSR					
Description	Reviews of night time noise (£200k) and permanently staffed 24 hour mortuary service to cease (£50k).					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3.71	(250)	-	(250)	-	(250)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

Description of core purpose of Planning Entity	To lead the City Council's major capital projects – city developments, housing, operational and non-operational buildings and infrastructure. Also responsible for property services, design services, energy management and commercial property including markets. 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	10,624	(10,304)	319		99.30
Total Savings Made			(713)		8.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	CAPITAL DELIVERY SERVICE					
Description	The development and delivery agent for all council-led and procured building and construction projects. The service ensures that projects, including building, construction and development projects are scoped, developed, procured, delivered and managed as efficiently, economically and successfully as possible whilst delivering the required outcomes to the highest possible quality and ensuring that the requisite corporate processes are followed.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	76.10	3,280	440	3,721	(4,116)	(395)

Line	A2					
Activity	CARBON REDUCTION					
Description	Carbon Reduction Commitment (CRC) Energy Efficiency Scheme - is a mandatory Government scheme administered by the Environment Agency. The Council qualifies as a CRC 'participating organisation' and is required to report annually on energy used by sites and supplies specified under CRC rules, and to buy 1 'carbon allowance' for each tonne of CO2 emitted as a result of using that energy. The CRC budget is for the purchase of carbon allowances and other fees due under the CRC scheme.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	464	464	-	464

Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

Line	A4				
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
6.00	355	2,176	2,532	(2,829)	(298)

Line	A5				
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
2.20	85	231	317	(111)	206

Line	A7				
Activity	SHEFFIELD RETAIL QUARTER				
Description	The City Council's Primary Objective is to enable the development of an extensive high quality retail led mixed use scheme incorporating leisure, food and drink uses in the City Centre.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(0)	454	454	(524)	(70)

Line	A8				
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
15.00	475	2,662	3,137	(2,725)	412

Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Vacant property management costs (inc castle market).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	150	150	-	150

Line	E2				
Activity	Inflation				
Description	Provision for Pay increase (1%)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	44	-	44	-	44

Line	E3				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation .				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	70	70	-	70

Line	E4				
Activity	Loss of Funding/Income				
Description	Reduction in grant (Sustainable Development) and fee (Markets) income, offset by saving on staff costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	137	137

Section 3: Summary of Savings

Line	B1				
Activity	Council operating costs/infrastructure				
Description	Energy and utilities spend (ref 46). The proposal aims to deliver reductions in the Council's current budget expenditure on Utilities (Electricity, Gas, other heating sources, and Water). This project will help to deliver against the SCC Corporate Plan Priority for "An In-touch Organisation" which states that the Council will "Make the best use of public money to have the greatest impact for Sheffield" and the objective for 2015 – 2018 to access local low carbon energy.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(70)	(70)	-	(70)

Directorate	PLACE
Service	CAPITAL & MAJOR PROJECTS
Planning Entity	CAPITAL & MAJOR PROJECTS (Service)

Line	B2				
Activity	Alternative Savings Plan - Capital & Major Project				
Description	Sustained reduction in cost of Carbon Reduction Tax.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(65)	(65)	-	(65)

Line	B3				
Activity	Alternative Savings Plan - Capital & Major Project				
Description	Reduction in Capital Delivery Service supplies and service spend and reduction of 2 posts within the Sustainability team.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	(79)	(50)	(129)	-	(129)

Line	B4				
Activity	Alternative Savings Plan - Capital & Major Project				
Description	Cost savings in Property and Commercial Estate from the deletion of a vacant post, reduction in system support costs and increased fee income.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(45)	(40)	(85)	(65)	(150)

Line	B5				
Activity	Alternative Savings Plan - Capital & Major Project				
Description	Sheffield Retail Quarter (SRQ) - Interest cost savings and increased rental income.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(41)	(41)	(70)	(111)

Line	B6				
Activity	Alternative Savings Plan - Capital & Major Project				
Description	Reduction in staffing across the service via VER/VS (5 posts).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5.00	(188)	-	(188)	-	(188)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	Creative Sheffield is the economic development service of the Council. It is responsible for the development, delivery and monitoring of Sheffield's economic strategy as well as delivering business facing services of enterprise, inward investment and sector development. Leads on area regeneration including managing the Council's contractual relationship with the Sheffield Housing Company.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	2,946	(1,104)	1,842		39.18
Total Savings Made			(215)		1.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	ACCOUNTABLE BODY PROJECTS					
Description	Key economic development projects for which Sheffield City Council acts as the accountable body and/or manages external funding on behalf of Sheffield City Region					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	-	-	-	-

Line	A6					
Activity	CITY REGENERATION DIVISION					
Description	The service provides a single focus and client role for planning, funding and delivery of major physical and economic regeneration schemes in three Priority Regeneration Areas - City Centre and Upper and Lower Don Valley and also encompasses the in-house team for the Sheffield Housing Company, an innovative partnership with a major house builder to provide some 2,000 new, quality, affordable homes on Council land.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	14.89	368	122	490	(476)	14

Line	A7					
Activity	CS REVENUE					
Description	overheads, management costs and shared resources for the management and operation of Creative Sheffield					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	24.29	1,205	1,251	2,456	(628)	1,828

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

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	2	2	-	2

Line	E2				
Activity	Inflation				
Description	Provision for pay increase (1%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	12	-	12	-	12

Section 3: Summary of Savings

Line	B3				
Activity	Alternative Savings Plan - Creative Sheffield				
Description	Transition to new operating model for the Growth Hub (picking up Business Sheffield costs currently incurred by SCC) and increasing income for Accountable Body projects, moving to full cost recovery model.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(170)	(170)

Line	B5				
Activity	Alternative Savings Plan - Creative Sheffield				
Description	Reduction in staffing within the service via VER/VS (1 post).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(45)	-	(45)	-	(45)

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	This service area delivers a range of in-house services and also commissions major sports and cultural services from trusts. Services include:- Parks and Countryside, Activity Sheffield, sports and leisure facilities, city centre management, city events (arts, sports and parks), museums, theatres, galleries and the City Hall.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	27,390	(14,041)	13,349	316.11
Total Savings Made			(2,014)	28.47

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
	12.50	766	128	894	(764)	130

Line	A2					
Activity	ARTS STRATEGY					
Description	Business development and delivering key projects for arts and culture in the city. Specifically, facilitating the implementation of the strategic projects and working with partners and organisations across the city to maximise the impact of culture.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	2.00	64	79	143	-	143

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
	42.50	1,436	1,147	2,583	(3,255)	(672)

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

Line	A4				
Activity	CITY CENTRE MANAGEMENT				
Description	To manage the city centre in an efficient and integrated manner to aim to sustain current investment, footfall and retail spend and to attract future investment opportunities. We will effectively manage the city centre spaces and streets to ensure that not only their potential is fully realised, but also that they are effectively maintained in response to increased use, demands and expectations and to manage the city wide CCTV network to ensure it provides an efficient, reliable service to all partners and stakeholders.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
24.50	755	1,143	1,898	(841)	1,057

Line	A5				
Activity	DIRECTOR CULTURE & ENVIRONMENT				
Description	Leadership of the Culture & Environment service key strategies, projects, partnerships and service-wide costs.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	216	34	249	-	249

Line	A6				
Activity	EVENTS				
Description	To provide a city events calendar including city and community events. Through exploiting present and future opportunities the events team will work to maximise the value that events give to the city in terms of profile, economics, creativity and community cohesion. The team will provide a range of delivery methods which will include direct delivery, support to other event owners and commissioning.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.20	310	345	656	(440)	216

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
218.00	6,831	4,701	11,531	(5,720)	5,812

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
1.00	51	6,755	6,806	(395)	6,411

Line	A9				
Activity	PUBLIC HEALTH				
Description	The purpose of the service is to contribute to Sheffield being a healthy and successful city by: tackling social determinants of ill health, health improvement programmes, tackling inequalities in health, increasing access to services and improving services. The service leads public health action on several key policy areas such as tobacco control interventions to help people to live smoke free lives, obesity and food and environment and health. It supports stakeholders by providing a health perspective to ensure that projects and services have a positive impact on health and provide public health support on some of the root causes of ill health, for example, air quality, and transport issues to help prevent health problems and address health inequalities.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
6.41	189	2,440	2,629	(2,626)	3

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Provision for pay increase (1%) on Competitive City activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	13	-	13	-	13

Line	E2				
Activity	Inflation				
Description	Provision for a pay increase (1%) on Great Place to Live activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	93	-	93	-	93

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

Line	E3				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation on Competitive City activities..				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	30	30	-	30

Line	E4				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation on Great Place to Live activities..				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	37	37	-	37

Section 3: Summary of Savings

Line	B5				
Activity	Streamlining prevention				
Description	Review of Activity Sheffield (ref 183). Proposed option to reduce the service to a small in house team focussed on Community DIY support to groups in targeted deprived areas to fundraise and deliver their own activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
22.87	(300)	(200)	(500)	-	(500)

Line	B9				
Activity	Alternative Savings Plan - Culture & Env				
Description	Bereavement - savings arising from sustained improvement in income from fees and charges and an increase in prices from 1 April 2016 to match the South Yorkshire average.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(94)	(94)	(200)	(294)

Line	B10				
Activity	Alternative Savings Plan - Culture & Env				
Description	Partnerships and Projects - Sports Facilities - Reduction in sports facilities costs from the three year funding agreement between Sheffield City Trust (SCT) and Sheffield City Council (SCC) between 2015/16 and 2017/18 and the new management arrangements.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(627)	(627)	-	(627)

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

Line	B11				
Activity	Alternative Savings Plan - Culture & Env				
Description	Reduction in staffing across the service via VER/VS (4 posts).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.60	(135)	-	(135)	-	(135)

Line	B12				
Activity	Alternative Savings Plan - Culture & Env				
Description	Events - Reductions in funding for Athletics, Squash and Off the Shelf events in 2016/17. Possible opportunity for third party to re-model and re-launch Off the Shelf and staffing efficiency.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	(53)	(24)	(77)	(29)	(106)

Line	B13				
Activity	Alternative Savings Plan - Culture & Env				
Description	City Centre Management - saving arising from sustained improvement in net cost of service, together with mid evening shut down of fountains and other general efficiencies across the service.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(116)	(116)	-	(116)

Line	B15				
Activity	Alternative Savings Plan - Culture & Env				
Description	Parks and Countryside - 15% reduction in contract payments to Sheffield Wildlife Trust, Green Estate, Yorkshire Wildlife Trust and Sheffield Landscape Trust and increased income from car parking (40p to 50p) and concessions/traders.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(45)	(45)	(30)	(75)

Line	B16				
Activity	Alternative Savings Plan - Culture & Env				
Description	Increased parks Income				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	50	50	(100)	(50)

Line	B17				
Activity	Alternative Savings Plan - Culture & Env				
Description	Parks and Countryside - 2% increase on charges to Housing Contract				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(68)	(68)

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

Line	B18				
Activity	Alternative Savings Plan - Culture & Env				
Description	Director Culture and Environment- Sustained reductions in admin costs.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(43)	(43)	-	(43)

Section 4:Public Health Investments

Line	G1				
Activity	Provision of Business Support				
Description	Provision of minimal business support staffing to the Public Health Service				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	10	-	10	(10)	-

Section 5:Public Health Savings

Line	F1				
Activity	Public Health staffing restructure				
Description	Review of existing staffing resources to include deletion of two posts frozen since 2014/15 and agreement to voluntary severance for two existing posts.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
3.00	(144)	-	(144)	144	-

Line	F2				
Activity	Not Renewing East End Air Quality of Life contract				
Description	Contract ends 31st March 2016				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(54)	(54)	54	-

Line	F3				
Activity	Not Renewing Tobacco, Kenyon Fraser Comms contract				
Description	Contract ends 31 March 2016.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(50)	(50)	50	-

Line	F4				
Activity	End Tobacco, Unique Improvements contract				
Description	Mutually agreed early termination of contract.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(20)	(20)	20	-

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

Line	F5				
Activity	Not Renewing Physical Activity Movemore Officer				
Description	Movemore officer no longer in post, therefore not requesting further funding for 2016/17.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(34)	(34)	34	-

Line	F6				
Activity	Reduce Weight Management - Henry contract (0-4)				
Description	Efficiency savings in Management costs (should not affect front line service.)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(15)	(15)	15	-

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	2,230	(1,605)	625		8.20
Total Savings Made			(119)		1.00

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
	0.00	-	1,250	1,250	(640)	610

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
	8.20	396	584	980	(965)	15

Directorate	PLACE
Service	MARKETING SHEFFIELD
Planning Entity	MARKETING SHEFFIELD (Division)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Provision for pay inflation (1%).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	3	-	3	-	3

Line	E2				
Activity	Loss of Funding/Income				
Description	No General Fund for Marketing Sheffield. Savings on staff and events proposed to mitigate this pressure.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	98	21	119	-	119

Section 3: Summary of Savings

Line	B2				
Activity	Alternative Savings Plan - Marketing Sheffield				
Description	Reduction in expenditure on Major Projects				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(21)	(21)	-	(21)

Line	B3				
Activity	Alternative Savings Plan - Marketing Sheffield				
Description	Reduction in staffing costs within the service via VER/VS.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(98)	-	(98)	-	(98)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (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; 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	99,477	(18,440)	81,037		335.32
Total Savings Made			(5,187)		15.55

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A2					
Activity	HIGHWAY MAINTENANCE DIVISION					
Description	Management of the Streets Ahead Contract Provision of a Development Control and Adoptions Service Provision of a Highways Records Service Delivery of Highways related infrastructure programme and works Provision of a Flood & Water Management Regulatory Service					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	51.44	2,880	56,839	59,719	(1,535)	58,184

Line	A3					
Activity	MANAGEMENT & SUPPORT DEVS					
Description	Provides management, administration and general support for Development Services					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3.43	200	112	312	-	312

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
	121.77	4,201	552	4,753	(3,828)	925

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

Line	A5				
Activity	PRECEPTS AND LEVIES				
Description	<p>The Environment Agency charge Sheffield City Council a levy to cover flood defence for main rivers in the Sheffield area. Flood defence money is spent on the construction of new flood defence schemes, the maintenance of the river system and existing flood defences and the flood warning system.</p> <p>Sheffield City Council procures a core bus service via South Yorkshire Passenger Transport Executive to serve Sheffield on Boxing Day and New Year's Day and assist people travelling around the city, when no commercial operators run.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	25,706	25,706	-	25,706

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> <p>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.</p>				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
158.68	5,312	3,675	8,987	(13,077)	(4,090)

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

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Provision for Pay increase (1%) on Competitive City activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	75	-	75	-	75

Line	E2				
Activity	Inflation				
Description	Provision for Pay increase (1%) on Great Place to Live activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	65	-	65	-	65

Line	E3				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation on Competitive City activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	25	25	-	25

Line	E4				
Activity	Inflation				
Description	Provision for energy (7.5%) and rent/rates (2.3%) inflation on Great Place to Live activities.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	1	1	-	1

Line	E5				
Activity	Loss of Funding/Income				
Description	Provision for planned budget savings now at risk in Streets Ahead				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	4,683	4,683	-	4,683

Line	E6				
Activity	Loss of Funding/Income				
Description	Shortfall in funding for current staffing establishment to be mitigated through saving proposals that delete vacant posts.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	438	-	438	-	438

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

Line	E7				
Activity	Loss of Funding/Income				
Description	Loss of funding in South Yorkshire Forest mitigated by a staffing reduction.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	62	62

Section 3: Summary of Savings

Line	B1				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Reduction in staffing costs (Rights of Way and Network Management).				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(67)	-	(67)	-	(67)

Line	B2				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Costs reduced as a result of improvements to the Urban Traffic Control system				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(40)	(40)	-	(40)

Line	B4				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Reduction in staffing across the service via VER/VS.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
12.55	(451)	-	(451)	-	(451)

Line	B5				
Activity	Contracts				
Description	Public transport levy savings negotiated through efficiencies (ref 192). The SYPTE carry out a 5 stage process for identifying savings to the ITA Levy. The expectation from Local authorities is that this will deliver a 10% saving in 16/17. This would be a £6.839m reduction in Levy. The SYPTE have identified £5.828m of savings to date or 8.4% -. Further work is underway to identify further savings proposals to bridge the shortfall. The majority of savings are non-customer facing (e.g. refinancing - £1.877m) but there are some proposals that will impact on customers				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(885)	(885)	-	(885)

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

Line	B6				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Put up Peripheral Parking Zone Charges by 10p from July 2016 and money will be re-invested in the Transport and Parking Services budget.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	-	-	(135)	(135)

Line	B7				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Reduced costs of operating Parking Services from implementation of operational reviews.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	(100)	(75)	(175)	-	(175)

Line	B8				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Increased income in Parking Services from implementing Beats and Routes Review, evening patrols, PCN processing etc				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	-	-	(200)	(200)

Line	B9				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Additional sustained improvement of reduced net cost within Highways and Highway Network Management.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	(262)	-	(262)	-	(262)

Line	B11				
Activity	Contracts				
Description	Cheaper Streets Ahead contract refinancing (ref 112). The proposal is seeking new financing terms from lenders to the Streets Ahead contract. No impact on service provision.				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	(600)	(600)	-	(600)

Line	B12				
Activity	Value Based Commercialisation				
Description	Blue badge anti-fraud initiative (ref 10). Proposal for anti-fraud initiatives to increase "Pay and Display" income from introducing a tightening of the governance and auditory process around "Pay and Display" .				
			Gross Revenue Expenditure	Income	Net Revenue Expenditure
FTE	Staff	Non Staff			
0.00	-	-	-	(100)	(100)

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

Line	B13				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Charge more work done by Flood and Water Management Team to capital schemes and developers seeking drainage advice.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(128)	(128)

Line	B15				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Levers to release savings on Streets Ahead.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(745)	(745)	-	(745)

Line	B16				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Cut discretionary spend budgets further				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(140)	(140)	-	(140)

Line	B17				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Commercialise highway assets, advertising on litter bins and street lighting.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(20)	(20)

Line	B18				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Increase HMD charges on capital schemes from 2.5% to 5%				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(60)	(60)

Line	B19				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Highways Development Control - reduce support to Development Management on planning applications/ increased income on Section 278, Section 38 and vehicle crossing applications				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(65)	(65)

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

Line	B21				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Not lighting currently unlit areas and implementing new national lighting standards.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(180)	(180)	-	(180)

Line	B26				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Delete Principal, Planning Officer and Admin posts in Forward and Area Planning and replace with 2 Assistant Planning Officer posts				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(38)	-	(38)	-	(38)

Line	B27				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Delete Principal Planning Officer post (Local Plan lead) in FAP				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(50)	-	(50)	-	(50)

Line	B28				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Further income in FAP				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(10)	(10)

Line	B29				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Delete vacant Landscape post in Urban and Environmental Design				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(33)	-	(33)	-	(33)

Line	B31				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	10% cut in South Yorkshire Archaeological Service				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(5)	(5)	-	(5)

Line	B33				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Savings in Development Management Admin				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
1.00	(17)	(13)	(30)	-	(30)

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

Line	B34				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Additional planning application fee income				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(208)	(208)

Line	B35				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Savings in Development Management				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(24)	-	(24)	-	(24)

Line	B36				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Savings in Building Standards				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	(5)	-	(5)	(6)	(11)

Line	B37				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Highway Network Management – sustained improvement in income				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(220)	(220)

Line	B38				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Savings in supplies and Services budgets (Including parking machine replacement)				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(200)	(200)	-	(200)

Line	B40				
Activity	Alternative Savings Plan - Regen & Dev Serv				
Description	Full cost recovery of work within transport capital and revenue programmes. (£90k). Increase fee for H markings (£5k) and additional income from charging external bodies for network management time.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(105)	(105)

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

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Policy, Performance & Communications

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Policy, Performance & Communications	4,393	2,358	2,035
Public Health	1,453	1,588	-135
	5,846	3,946	1,900

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 Policy, Performance and Communications service provides a range of strategic support functions to the Council across the broad functional areas of policy, performance, analysis, research, evaluation, equalities and involvement. It also has delivery responsibility for critical elements of the Council's democratic role - elections and scrutiny.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	4,393	(2,358)	2,035	72.70
Total Savings Made			(63)	0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1					
Activity	COMMUNICATIONS					
Description	The Communications team helps the Council get its message across, to make sure the people of Sheffield know what their Council is doing for them, and what services and support are available to them. We provide a full range of communications support for the Council including liaison with the media; development and implementation of marketing campaigns; print buying and design 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
	37.51	1,325	203	1,528	(1,987)	(459)

Line	A2					
Activity	ELECTIONS					
Description	The elections team is responsible for all aspects of the electoral process, including electoral registration, and the planning and delivery of all local, parliamentary and European elections, as well as any local or national or referenda					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	8.20	315	507	822	(10)	812

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
	4.68	277	122	399	-	399

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

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. The team supports work carried out across all portfolios inn the Council				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
4.11	230	51	282	(30)	252

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
12.55	872	155	1,026	-	1,026

Line	A7				
Activity	PUBLIC HEALTH - INTELLIGENCE				
Description	The Public Health Intelligence Team has responsibility for surveillance, monitoring and assessment of health and wellbeing and the determinants of health and wellbeing. It also leads on the development of the public health evidence base and knowledge.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
5.65	320	17	337	(331)	6

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Legislation				
Description	Pay Award				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	32	-	32	-	32

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

Line	E2				
Activity	Legislation				
Description	Impact of introduction of Individual Electoral Registration				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
	100	-	100	-	100

Section 3: Summary of Savings

Line	B1				
Activity	Advertising Contract				
Description	Retendering of advertising contract				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	-	-	(63)	(63)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Directorate	POLICY PERFORMANCE AND COMMS
Service	PUBLIC HEALTH - DCEX
Planning Entity	PUBLIC HEALTH - DCEX (Service)

Description of core purpose of Planning Entity	The Director of Public Health office, including spend on key health contracts, such as GP Health checks.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	1,453	(1,588)	(135)		12.19
Total Savings Made			-		2.50

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
12.19	837	616	1,453	(1,588)	(135)

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments

Line	G1				
Activity	Public Health -Director of Public health				
Description	Additional 2.5 posts in total: : 0.5 Consultant in Public health/PH Medicine; 1.0 Deputy DPH; 1.0 Health Improvement Principal. This strengthens public health consultant support to portfolios and in addition strengthens health protection.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.50	183	-	183	(183)	-

Directorate	POLICY PERFORMANCE AND COMMS
Service	PUBLIC HEALTH - DCEX
Planning Entity	PUBLIC HEALTH - DCEX (Service)

Section 5:Public Health Savings

Line	F1					
Activity	DPH Office					
Description	Reduction in funding for GP Health checks. Remaining budget of £231k will be targeted at those most in need.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(169)	(169)	169	-

Line	F3					
Activity	PPC Public Health Intelligence					
Description	Deletion of Analyst post					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	1.00	(24)	-	(24)	24	-

Resources

	<u>Gross</u> <u>Expenditure</u> <u>£000</u>	<u>Gross</u> <u>Income</u> <u>£000</u>	<u>Net</u> <u>Expenditure</u> <u>£000</u>
Business Change Information Solutions	3,308	2,346	962
Commercial Services	1,905	1,190	715
Commercial Services Savings	0	2,068	-2,068
Customer Services	5,509	3,788	1,721
Finance	6,792	2,391	4,401
Human Resources	5,097	1,687	3,410
Legal Services	6,101	2,571	3,530
Resources Management & Planning	715	541	174
Transport and Facilities Management	31,592	16,698	14,894
Sub-total	<u>61,019</u>	<u>33,280</u>	<u>27,739</u>
<u>Central Costs</u>			
Central Costs	10,945	8,573	2,372
Finance - Capita	10,734	21	10,713
Housing Benefit	195,985	195,579	406
Human Resources - Capita	2,668	141	2,527
ICT - Capita	10,594	2,127	8,467
Sub-total	<u>230,926</u>	<u>206,441</u>	<u>24,485</u>
	291,945	239,721	52,224

Directorate	RESOURCES
Service	BUSINESS CHANGE & INFO SOLNS
Planning Entity	BUSINESS CHANGE & INFO SOLNS (Service)

Description of core purpose of Planning Entity	The Business Change and Information Solutions Service makes change happen across SCC by supporting the implementation of change across the business. Changes may involve process re-engineering, technology implementation, cultural change and organisational redesign. We provide guidance and support relating to the management of the council's information technology (IT) to ensure that they are exploited effectively; we drive information and knowledge management through the development of a number of strategies, policies and procedures that underpin how information is managed and used across the council; we assure that the service delivered by our ICT Partners meets the agreed SLA performance criteria in terms of day-to-day business, client-driven and planned ICT changes and all elements of charging and billing, driving the improvement of the service delivered by our partner and suppliers.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	3,308	(2,346)	962		51.81
Total Savings Made			(290)		4.00

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 Business Change and Programme Delivery (BCPD) 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
	51.81	3,150	158	3,308	(2,346)	962

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Pay Award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	34	-	34	-	34

Line	E2					
Activity	Loss of Funding/Income					
Description	Loss of income from other portfolios as a result of changing activity and demand					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
		-	-	-	150	150

Directorate	RESOURCES
Service	BUSINESS CHANGE & INFO SOLNS
Planning Entity	BUSINESS CHANGE & INFO SOLNS (Service)

Section 3: Summary of Savings

Line	B1				
Activity	IT Rationalisation				
Description	Review of use of IT Applications to consolidate systems and licences				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
0.00	-	(60)	(60)	-	(60)

Line	B2				
Activity	Review of Management Structure				
Description	BCIS will shortly undergo a level of review in order to ensure it is aligned to the new sourcing approach to ICT, the delivery of the digital strategy and recognising the changing needs of the organisation.				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
4.00	(230)	-	(230)	-	(230)

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	1,905	(1,190)	715	31.16
Total Savings Made			(120)	3.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A3				
Activity	COMMERCIAL SERVICES				
Description	To provide strategic leadership, direction, innovation and control across the full range of the Council's procurement, commercial, contract and supplier management activities in order to deliver value for money and efficiency improvements, whilst ensuring continuity and quality of supply.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
31.16	1,787	118	1,905	(1,190)	715

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Loss of Funding/Income				
Description	Income shortfall in contract management				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	114	114

Line	E2				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	19	-	19	-	19

Line	E3				
Activity	Loss of Funding/Income				
Description	Loss of income from other portfolios as a result of changing activity and demand				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	120	120

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

Section 3: Summary of Savings

Line	B1					
Activity	Review of staffing structure					
Description	Review of staffing structure in Commercial Services to meet changing levels of activity and demand					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	3.00	(120)	-	(120)	-	(120)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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	-	(2,068)	(2,068)		0.00
Total Savings Made			(200)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	COMMERCIAL SERVICES				
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
0.00	-	-	-	(2,068)	(2,068)

Section 2: Pressures (Form Es) - None Identified

Section 3: Summary of Savings

Line	B1				
Activity	Review of Agency Contract				
Description	Contract price negotiations on agency and interim providers pending review of delivery model including exploring the possibility of setting up a council owned agency that would deliver temporary staffing to SCC with the option of wider service to other organisations in the region				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(200)	(200)

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	Customer Services fulfils three key roles in delivering the Customer Focus objectives in our Corporate Plan: we provide the Council's In-Person and Telephone customer access services through First Point offices and the Corporate Contact Centre. We also deliver a number of specialist services and support for external and internal customers. We are leading the Council's Customer Focus Transformation Programme.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	5,509	(3,788)	1,721	119.04
Total Savings Made			(200)	2.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	CUSTOMER SERVICES
Description	Provision of the Council's in-person and telephone customer services through First Point offices and the corporate contact centre as well as provision of a number of specialist services and support for external and internal customers
Grant Income Source	

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
119.04	4,238	1,271	5,509	(3,788)	1,721

Section 2: Summary of Pressures (Form Es)

Line	E1
Activity	Inflation
Description	Pay Award

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	43	-	43	-	43

Section 3: Summary of Savings

Line	B1
Activity	Customer Services Redesign
Description	Posts not required as result of change to online applications

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
2.00	(50)	(150)	(200)	-	(200)

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

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Description of core purpose of Planning Entity	The Finance service provides an effective financial management framework, with financial leadership for the Council through strategic business and financial planning, provision of financial advice and information for service managers and elected members. The Finance service adopts a business partner approach, one of support and challenge, to the Council's service portfolios. It also manages the finance contract with an outsourced provider for finance business transactions, administering housing and council tax benefits and collection of council tax and business rates.
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	6,792	(2,391)	4,401		132.05
Total Savings Made			(340)		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1				
Activity	BUSINESS PARTNERING				
Description	The business partner approach develops the strategic link between key financial and accounting requirements and resource planning in the portfolios. It provides financial support, advice and challenge to the normal business in each portfolio				
Grant Income Source					

FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
54.48	2,337	179	2,516	(1,102)	1,414

Line	A2				
Activity	EXT 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
11.59	437	21	458	(48)	410

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
7.00	613	(172)	441	(235)	206

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A4				
Activity	FSSG/ 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
18.90	949	368	1,316	-	1,316

Line	A5				
Activity	ICAM/ REVS & BENS				
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
18.13	792	156	947	(378)	570

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
10.35	485	32	517	-	517

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Line	A7				
Activity	PROJECT & COMMERCIAL				
Description	Provides financial support to large, complex or cross cutting projects and major contractual or partnership relationships to ensure that the benefits are optimised and subject to an appropriate allocation of risk. Also provide taxation advice and support so as to ensure that the Council operates in the most tax efficient way and complies with all relevant legislation and regulations. The management of the Council's banking arrangements, investment and borrowing.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
11.60	574	22	596	(628)	(33)

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Increased annual maintenance charges for AIM income system				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	25	25	-	25

Line	E2				
Activity	Loss of Funding/Income				
Description	Net loss of income from schools bursar service				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	30	30

Line	E3				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	63	-	63	-	63

Directorate	RESOURCES
Service	FINANCE
Planning Entity	FINANCE (Service)

Section 3: Summary of Savings

Line	B1				
Activity	Replacement Finance System				
Description	To fully replace the existing finance system with an alternative of equal or improved functionality at a reduced cost. The current system is an expensive Enterprise Resource System (ERP) incurring a high level of support costs				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(300)	(300)	-	(300)

Line	B2				
Activity	Review of Recharges				
Description	Review recharges to Combined Authority and Externally Funded projects to ensure all costs are recovered				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	-	-	(40)	(40)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	The OD/HR Service comprises Occupational Health, Health and Safety, Learning and Development, HR Policy and Strategy, HR Advisory, 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	5,097	(1,687)	3,410	100.84
Total Savings Made			(150)	4.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line A3					
Activity	HR CORE				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
67.94	3,375	692	4,067	(1,510)	2,557

Line A5					
Activity	HR OTHER				
Description					
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
32.90	996	35	1,031	(177)	853

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
0.00	42	-	42	-	42

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

Section 3: Summary of Savings

Line	B1				
Activity	Staffing Reductions				
Description	Offer a VER/VES scheme to generate staff efficiencies that do not impact on service delivery				
			Gross Revenue		Net Revenue
FTE	Staff	Non Staff	Expenditure	Income	Expenditure
4.00	(150)	-	(150)	-	(150)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	Legal Services provide best value services and strong leadership, making it "easy to do the right thing". We provide a high quality legal service to meet the needs of the Council and individual portfolios and to ensure the Council carries out all aspects of its functions lawfully. We respond efficiently and effectively to requests for advice and are at the heart of proactive decision making.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	6,101	(2,571)	3,530	85.28
Total Savings Made			(28)	0.00

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, and the Audit Committee.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
10.60	324	69	394	(113)	281

Line	A2				
Activity	LEGAL SERVICES				
Description	To provide high quality legal advice regarding people to ensure the Council acts lawfully and satisfies its statutory obligations				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
53.10	2,716	85	2,801	(1,971)	830

Line	A4				
Activity	LEGAL -BUSINESS SERVICES				
Description	Deliver value for money Statutory and Regulatory Services including the Director and Assistant Directors salaries, Practice Management, trainee solicitor costs, monitoring officer and Local Land Charges.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
8.08	558	301	859	(484)	375

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

Line	A5				
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
0.00	-	1,440	1,440	(3)	1,437

Line	A6				
Activity	MEMBER SERVICES				
Description	High quality administrative and secretarial support to Elected Members including running the Lord Mayor's office.				
Grant Income Source					
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
13.50	515	92	608		608

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	41	-	41	-	41

Section 3: Summary of Savings

Line	B1				
Activity	Members Superannuation				
Description	Changes in pension regulations has resulted in pension cost reductions for Members allowances. This is the full year effect of changes that are already in place.				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(28)	(28)	-	(28)

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

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	The service includes the Executive Management for Resources, the Council's insurance and risk service and also the Business Support function for the Resources portfolio.
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	715	(541)	174		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	IRM & MANAGEMENT					
Description	Management of the Councils insurance service, insurance funds and provisions, risk management strategy and framework and the Resources Business Support function.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	417	148	565	(541)	24

Line	A2					
Activity	MANAGEMENT					
Description	Resources directorate executive management.					
Grant Income Source						
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	165	(15)	150	-	150

Section 2: Summary of Pressures (Form Es)

Line	E1					
Activity	Inflation					
Description	Pay Award					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	6	-	6	-	6

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

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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	31,592	(16,698)	14,894		187.67
Total Savings Made			(800)		9.80

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
58.99	2,561	18,973	21,534	(7,887)	13,647

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
95.35	3,245	679	3,924	(5,107)	(1,183)

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
17.33	347	2,447	2,794	(2,404)	390

Directorate	RESOURCES
Service	TRANSPORT AND FACILITIES MGT
Planning Entity	TRANSPORT AND FACILITIES MGT (Service)

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
3.00	183	1,416	1,599	(447)	1,152

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
13.00	775	965	1,740	(853)	887

Section 2: Summary of Pressures (Form Es)

Line	E1				
Activity	Inflation				
Description	Pay Award				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	74	-	74	-	74

Line	E2				
Activity	Loss of Funding/Income				
Description	Loss of income to traded activities as a consequence of other portfolios implementing savings and delivery models				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	-	-	-	400	400

Section 3: Summary of Savings

Line	B1				
Activity	Workplace				
Description	Annual efficiencies generated from the current Workplace Programme to rationalise use of office accommodation across the Council				
FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
0.00	-	(300)	(300)	-	(300)

Directorate	RESOURCES
Service	TRANSPORT AND FACILITIES MGT
Planning Entity	TRANSPORT AND FACILITIES MGT (Service)

Line	B2					
Activity	Property and Facilities Management Services					
Description	The current contract for this service expires in June 2016.A new delivery model will give the Council much greater flexibility in terms of accountability and delivery of services in line with our corporate priorities.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	0.00	-	(100)	(100)	-	(100)

Line	B3					
Activity	Transport Reductions					
Description	Reduction in staff as a consequence of savings and changes in service delivery models by other portfolios.					
	FTE	Staff	Non Staff	Gross Revenue Expenditure	Income	Net Revenue Expenditure
	9.80	(400)	-	(400)	-	(400)

Section 4:Public Health Investments (None Identified)

Section 5:Public Health Savings (None Identified)

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

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

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	10,945	(8,573)	2,372		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A2					
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
	0.00	7,600	3,345	10,945	(8,573)	2,372

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

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

Description of core purpose of Planning Entity	<p>Financial Services in the SCC/Capita contract are:-</p> <p>Council Tax - billing, collection and recovery of local taxes raised by the authority</p> <p>Business Rates - billing, collection and recovery of Business Rates.</p> <p>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</p> <p>Accounts Receivable - print and dispatch and sundry debtor's accounts.</p> <p>Purchase to Pay - the receipt, scanning and indexing of invoices for supplies and services.</p>
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	Gross Revenue Expenditure	Income	Net Revenue Expenditure	FTEs
Core Activities	10,734	(21)	10,713	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
0.00		10,734	10,734	(21)	10,713

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

Directorate	RESOURCES
Service	HOUSING BENEFIT
Planning Entity	HOUSING BENEFIT (Service)

Description of core purpose of Planning Entity	Council wide costs relating mainly to Housing Benefit payments and the I2S Capita budget
--	--

	Gross Revenue Expenditure	Income	Net Revenue Expenditure		FTEs
Core Activities	195,985	(195,579)	406		0.00
Total Savings Made			-		0.00

NB all monetary amounts shown in £'000s

Section 1: Summary of Core Services (Form A)

Line	A1
Activity	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
0.00		195,985	195,985	(195,579)	406

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (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	2,668	(141)	2,527	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
0.00		2,668	2,668	(141)	2,527

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (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	10,594	(2,127)	8,467		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
0.00		10,594	10,594	(2,127)	8,467

Section 2: Pressures (Form Es) - None Identified

Section 4: Public Health Investments (None Identified)

Section 5: Public Health Savings (None Identified)

Original Budget 2015/16	<u>Summary Revenue Budget</u>	Original Budget 2016/17
£000		£000
	Portfolio budgets:	
65,980	Children Young People and Families	66,423
156,215	Communities **	153,765
126,520	Place	129,101
2,292	Policy Performance and Communications	1,900
54,135	Resources	52,224
405,142		403,413
	Corporate Budgets:	
	Specific Grants	
-12,399	NHS Funding	-12,399
-73,442	PFI Grant	-74,601
-7,738	New Homes Bonus (NHB)	-9,323
-1,916	Business Rates Transitional Grant	-1,490
-2,500	Small Business Rates Relief	-2,880
-100	Empty New Build Relief (ENBR)	0
-500	Retail Relief (RR)	0
-53	Local Support Services Grant	0
-2,216	Independent Living Fund	-2,216
	Corporate Items	
8,200	Redundancy Provision	8,200
-17,289	Pension Costs	-18,846
6,391	New Homes Bonus (NHB)	8,405
-2,000	Public Health Savings / re-investments	-698
3,000	Contingency - Social Care Pressures	4,555
24,913	Schools and Howden PFI	25,094
1,400	Infrastructure Investment in NRQ	600
34	Payment to Parish Councils	27
300	ICT Refresh	300
-1,783	CAPITA Contract Savings*	0
0	Better Care Fund	-9,300
0	Pension Deficit Payment	80,100
3,327	Other	1,067
37,184	Capital Financing costs	31,995
28,073	MSF capital financing costs	28,199
28,032	Contribution to / from Reserves	-53,710
424,060	Total Expenditure	406,492
	Financing of Net Expenditure	
-115,837	Revenue Support Grant	-90,592
-105,661	NNDR/Business Rates Income	-106,566
-28,883	Business Rates Top Up Grant	-29,124
-170,379	Council Tax income	-176,467
-3,300	Collection Fund surplus	-283
0	Social Care Precept	-3,460
-424,060	Total Financing	-406,492

* The total Capita savings for 2016/17 are £3.4m but are reflected as a budget reduction within the Resources portfolio instead of a Corporate Saving.

** The Communities portfolio budget includes £131.1m for Adult Social Care (ASC) in 2015/16. The ASC budget will increase by £3.5m in 2016/17, funded by the social care precept.

<u>Description</u>	<u>CHILDREN YOUNG PEOPLE AND FAMILIES</u>		<u>COMMUNITIES</u>		<u>PLACE</u>		<u>POLICY PERFORMANCE & COMMUNICATION</u>		<u>RESOURCES</u>		<u>Total</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
<u>Employees</u>											
Salaries/Wages	47,758	36,529	27,335	3,373	25,708	140,703					
Superannuation	7,584	5,634	4,997	670	4,377	23,261					
National Insurance	4,011	3,756	2,543	336	2,341	12,987					
Other Employee Expenses	3,600	1,029	1,066	36	7,667	13,398					
<u>Sub Total</u>	<u>62,953</u>	<u>46,947</u>	<u>35,941</u>	<u>4,415</u>	<u>40,093</u>	<u>190,350</u>					
Premises	2,329	2,139	9,793	75	13,610	27,946					
Transport	5,774	1,395	2,077	14	1,926	11,186					
Supplies & Services	42,123	12,677	13,702	1,481	11,047	81,030					
Third Party Payments	269,053	157,848	115,875	217	221	543,215					
Transfer Payments	731	0	0	0	195,830	196,561					
Central & Departmental Support	25,164	840	4,108	135	28,424	58,672					
Other	9	0	1,259	0	862	2,130					
<u>Gross Expenditure</u>	<u>408,137</u>	<u>221,848</u>	<u>182,755</u>	<u>6,337</u>	<u>292,013</u>	<u>1,111,090</u>					
<u>Income</u>											
Grants	294,906	15,261	3,245	1,895	200,522	515,829					
Other Reimbursements & Contributions	1,352	7,648	1,620	32	1,184	11,835					
Sales	2,675	112	895	0	10	3,692					
Fees & Charges	24,866	27,149	27,070	945	7,533	87,563					
Other Income	2,137	12,940	8,218	0	3,087	26,382					
Corporate Revenue Income	0	0	0	0	0	0					
Recharges	15,778	4,973	12,606	1,565	27,453	62,375					
<u>Income</u>	<u>341,714</u>	<u>68,083</u>	<u>53,654</u>	<u>4,437</u>	<u>239,789</u>	<u>707,677</u>					
<u>Net Expenditure</u>	<u>66,423</u>	<u>153,765</u>	<u>129,101</u>	<u>1,900</u>	<u>52,224</u>	<u>403,413</u>					

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 2016/17 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 2016-21 Medium Term Financial Strategy period.
3. This assessment of reserves is even more important in the context of the significant and continuing cuts in central government funding, which is set to last until 2019/20. In addition, there is pressure on the capital programme and ultimately any deficit on the programme would have to be charged to revenue reserves. Reserves can be used temporarily to fund services and this is reviewed as part of the budget strategy. However:
 - reserves are "one off" funds and using them in the budget will only delay the need to make savings. Once used, they are clearly not available to support future years.
 - they are therefore most suited to covering "one off", unexpected costs such as emergencies (e.g. the Sheffield flood in 2007) or costs that are likely to be incurred in the future but the timing is uncertain (e.g. legal or other claims against the council).

TOTAL RESERVES

4. The Council's Statement of Accounts for 2014/15 <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 29 of £257m as at 31 March 2015. 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 with which this reserves strategy and budget report to Cabinet and Full Council is concerned.
5. None of the resources for schools, HRA or capital can be used for the Council's General Fund spending, so for the purposes of setting the budget, £168m of the "usable reserves" are irrelevant, namely:
 - Schools reserves of £18m
 - Housing revenue account reserves of £15m
 - Capital reserves of £135m, 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 £89m 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.

7. The table below shows that next year (2016/17), earmarked reserves levels are planned to decrease by £53.6m. This is primarily as a result of the planned temporary use to fund an early pension deficit payment to deliver savings for 2017/18 to 2019/20. This is a repetition of the process followed in 2014/15.
8. The table also highlights the split of earmarked and non-earmarked reserves - of the £116m as at 31 March 2016; all but £12m is set aside as earmarked reserves for future liabilities.

Summary Estimate of Non-Earmarked & Earmarked Reserves at 31 March 2016 & 31 March 2017

Description	Balance at 31/03/16 £000	<i>Movement in 2016/17 £000</i>	Balance at 31/03/17 £000
Non-earmarked Reserves			
General Fund Reserve	12,037	0	12,037
	12,037	0	12,037
Earmarked Reserves			
Invest to Save Post 2015	(2,227)	2,659	432
PFI Reserve	16,979	(32,210)	(15,232)
Highways PFI Reserve	11,331	3,900	15,231
Total PFI Reserve	28,310	(28,310)	(1)
Major Sporting Facilities	14,403	(8,830)	5,573
New Homes Bonus	2,105	918	3,023
Insurance Fund Reserve	8,519	0	8,519
Other earmarked	53,070	(20,085)	32,985
Total Earmarked Reserves	104,179	(53,648)	50,531
Total Revenue Reserves	116,216	(53,648)	62,568

* a negative number (in brackets) indicates that the reserve is in deficit: in this case because of up front investment that is to be repaid in future years from savings.

GENERAL (NON-EARMARKED) REVENUE RESERVES

9. The purpose of general revenue reserves is to provide funding for any unforeseen risks and expenditure which may arise in the year, but only as the last resort for emergency funding. Reserves also provide flexibility in managing fluctuations between budgets and actual expenditure or emergencies: a good example being the Sheffield floods in 2007, when we had to use reserves to fund spending on the recovery operation before reclaiming costs from insurance or the Government. Finally, cash reserves and other working capital generate interest which is used in the funding of the budget.
10. Non-earmarked General Fund Reserves (the “working balance”) are estimated to be £12.0m at 31 March 2016, representing only 2.9% of the 2016/17 budget (at the maximum net budget requirement of £407m). If this £12.0m 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.
11. 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...”
12. Sheffield’s level of general fund reserves at 2.9% of the 2016/17 net revenue budget is below this benchmark. It is also low in comparison to most other major cities. The table below shows that Sheffield has the lowest level of General Fund reserves as a percentage of their 2015/16 net revenue budgets when compared to similar councils.

	Estimated Un-Earmarked Reserves 31st March 2015 (£m)	% of Net Revenue Budget (2015/16)
Birmingham	137.8	15.8%
Nottingham	19.5	7.3%
Liverpool	24.7	5.8%
Bristol	20.0	5.7%
Manchester	27.1	5.1%
Leeds	22.3	4.3%
Newcastle	10.1	4.2%
Sheffield	11.2	2.6%

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.

Invest to Save Projects – Post 2015 (£0.4m)

15. The Council's Modern and Efficient Council programme has delivered a number of core infrastructure and business transformation projects that are essential to the future success of the Council's business operations. The ongoing successes of these programmes have delivered an additional £5.4m of permanent savings, which have been used to contribute towards the balancing of the 2016/17 budget.

16. Following this success, the council is launching a number of new initiatives aimed at delivering significant long term savings as a result of some upfront developmental investment.

Private Finance Initiative (PFI) Reserve (Balanced)

17. 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.

18. The reserve is reporting a balanced position as at 31st March 2017 due to £31m being borrowed to fund the pension deficit early payment in 2016/17. These funds will be fully repaid during 2017/18 and 2018/19 to ensure that sufficient funds are available to meet any outstanding liabilities.

Major Sporting Facilities (MSF) (£5.6m)

19. The remaining funds are required for the future costs of the Major Sporting Facilities debt (re: Ponds Forge, Hillsborough Leisure Centre, etc.). It was agreed at Cabinet in June 2013 to reschedule the leasing arrangements with Sheffield City Trust, as a result of which this reserve has been re-profiled, thus releasing £7m of savings to the revenue budget in 2014/15 to 2016/17.

New Homes Bonus (£3.0m)

20. The Government is paying all Councils "New Homes Bonus" to incentivise them to bring empty properties back into use or encourage new housing to be built. The Council intends to use the payments to promote housing development but also fund economic growth projects. This reserve sets aside the payments until required for agreed projects.

Insurance Fund (£8.5m)

21. This reserve was created in 2013/14 following the audit of the 2012/13 accounts. The External Auditor recommended that the difference between the Council's best estimate of actual losses and the maximum potential liability (around £8.5m) should be classified as an earmarked reserve.

Other Earmarked Reserves (£33.0m)

22. This includes various specific earmarking including:

- equal pay claims
- redundancies

- contingencies for potential budget deficits, including risk of business rate income shortfalls
- pension deficit payments
- portfolio reserves agreed by Cabinet in previous years for service specific issues, e.g. Bereavement Service business plan funds.

23. There is forecast net in-year reduction on these reserves totalling £20.1m predominantly due to the aforementioned borrowing to fund the early pension deficit payment to deliver significant savings.

ASSESSMENT OF LEVEL OF RESERVES

24. The Section 151 officer has carried out an assessment of the adequacy of the level of reserves held by the Authority in light of the principal risks it faces. While the maximum total financial impact of these risks far exceeds the reserve held, the overall likelihood of all these risks being incurred in any one year is low and therefore, it is not deemed prudent nor offers best value to hold sufficient reserves to cover all eventualities. **Appendix 5** details the risks and the level of their potential impact.

25. Given the severely restricted funding outlook for the foreseeable future and the level of risk in the 2016/17 budget, the level of reserves is low but not inadequate. The Section 151 Officer recommended during the 2015/16 budget process that:

- The General Fund Balance, where possible, is increased in line with the recommended level of 3% to 5% of the council's net spending, regarded by most Chief Finance Officers in the Audit Commission's research as a prudent level for General Fund reserves.

26. As aforementioned the General Fund Balance has increased to 2.9% of the 2016/17 net revenue spend from 2.6% the previous year, which is in line with this recommendation and is predominantly due to the reduction in net revenue spend.

CORPORATE RISK REGISTER

This Appendix provides a brief overview of the main financial risks facing the Council in 2016/17. A more detailed schedule of these risks will be monitored by the Executive Management Team to ensure that the risks are mitigated.

Corporate Risks

2016/17 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 2016/17 are achieved, especially given the cumulative impact of £300m of savings over the last five years (2011-16), and furthermore the backdrop of continuing reductions in Government grant from 2016/17 onwards.
2. Whilst preparing the budget 2016/17, officers identified numerous pressures which, if left unchecked, could lead to significant overspends in 2016/17 and beyond. The following pressures have been highlighted because they present the highest degree of uncertainty.

Capital financing costs

3. The Council currently maintains a substantial but prudent under borrowed position to help support the revenue budget and mitigate residual counterparty default risk on cash investments. In operating with an under borrowed position the Council exposes itself to interest-rate risk. Recognising this, Treasury maintain a regular dialogue with the Director of Finance and the Executive Director of Resources to monitoring the risk and review mitigation opportunities.

Business Rates

4. 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 as far back as the 2005 rating list is the greatest risk causing concern across all authorities.
5. As at 31st December 2015, there were properties with a rateable value of approximately £179m under appeal in Sheffield. On the 30th September 2014 new government legislation was introduced to cut off any further backdated appeals prior to the 31st March 2015. The impact of this

announcement resulted in 1140 new claims being made in March 2015 resulting in a significant backlog. There have also been large scale national appeals such as GP Surgeries, ATM's and Virgin Media which could have a material impact on income.

6. Due to the uncertainty around these factors a prudent provision was taken during 2015/16 to mitigate the loss of income as a result of successful appeals. Actual trends on appeals will be monitored in year, with any revised estimates of the impact of appeals forming part of the 2016/17 budget process. The risk from appeals should be lower in future years once the backdated element has been finalised.

Implementation of savings proposals

7. The risk of delivering savings in 2016/17 in specific areas such as adult social care and waste management is considerable, given the increasing demand pressures and the levels of savings that have been achieved in previous years. To mitigate this, officers are working on the safe and legal implementation of budget proposals by:
 - Ensuring that there is a thorough understanding of the impact of proposals on different groups and communities, including undertaking Equality Impact Assessments for budget proposals and discussed with Cabinet Members
 - Carrying out appropriate, meaningful consultation activity with affected communities and stakeholders, and ensuring that where the proposal affects a supplier or provider, that they undertake appropriate consultation and equalities work with service users.
 - Discussing budget proposals with affected members of staff in advance of them being made public, and putting in place MER processes where required, in consultation with HR.

One-off funding

8. There is a significant risk about the high level of one-off funding and reserves to balance the budget, particularly with regard to the Better Care Fund. At £9.3m, this is the highest level of one-off funding that the Council has had to use in recent years. However, officers will continue to work with colleagues at the CCG to find more sustainable ways to generate the required level of savings or income, by the end of this financial year and throughout next year so that real savings are identified to replace the one-off use of resources.

Medium Term Financial Position

9. On 14 October 2015 Cabinet considered a report of the Executive Director of Resources entitled Medium Term Financial Strategy (MTFS) 2016/17 to 2020/21. This report provided an update of the Council's MTFS to reflect the budget decision of the Council for 2015/16 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.
10. The report on the MTFS indicated that there would be ongoing reductions in Revenue Support Grant (RSG) of 20% or £23.2m per annum over the five year period to 2020/21. Following the autumn statement released in December 2015, the actual RSG cuts have been identified as circa £79m by 2019/20.
11. The Council's financial position is significantly determined by the level of Business Rates and Council Tax income. Each of these may be subject to considerable volatility and will require close monitoring and a focus on delivering economic growth to increase our income and on delivering outcomes jointly with other public sector bodies and partners.

Pension Fund

12. 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.
13. As at March 2013 the triennial review for pensions highlighted the total liability underwritten by the Council for external bodies was £9.3m. However more up to date information from the pension fund seems to suggest that these liabilities may have increased as a result of universally low bond yields in the fund. The full liability will not be known until after April 2016 when the next triennial review is complete.

Economic Climate

14. There is potential for current adverse economic conditions to result in increased costs (e.g. increased homelessness cases) or reduced revenues.
15. The Council seeks to maintain adequate financial reserves to mitigate the impact of unforeseen circumstances.

External Funding

16. 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. In order to minimise risk strong project management skills and sound financial controls are required by Project Managers along with adherence to the Leader's Scheme of Delegation to approve external funding bids.
17. As SCC funding reduces, portfolios are increasingly seeking out new sources of external funding, both capital and revenue. EU funding contracts have more complex conditions, require greater evidence to substantiate expenditure claims and are less flexible on timescales and output delivery targets. This increases the inherent risk in projects which are EU funded. Furthermore as the Council reduces its staff resources a combination of fewer staff and less experienced staff increases the risk of non-compliance with the funding contract conditions and exposes the authority to potential financial claw back.
18. Moreover, the pressure on the General Fund means that Service Managers are forced to seek more external funding such that the general level of risk associated with grants is increasing because of the additional workload this creates amongst reduced and potentially inexperienced staff.

Treasury Management

19. The Council has been proactively managing counter-party risk since the credit crunch of 2008. Counterparty risk arises where we have cash exposure to bank and financial institutions who may default on their obligations to repay to us sums invested. Counterparty risk has somewhat diminished over the last financial year as banks have been obliged to improve their capital funding positions to mitigate against future financial shocks. The Council is continuing to mitigate counterparty risk through a prudent investment strategy, placing the majority of surplus cash in AAA highly liquid and diversified funds.
20. As part of the 2016/17 budget process, we are developing the Treasury Management and Investment Strategies, both of which were based on discussions with members and senior officers about our risk appetite. 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.

21. The Council is also actively managing its longer term need for cash. Cash flow requirements show that the Council will require new borrowing in the coming years to finance capital investment. With interest-rates expected to rise from their current historic lows the Council is remaining vigilant to interest-rate risk, and will draw down loans in a timely manner to mitigate against borrowing costs rising above our target rates.
22. The Council is continuing its efforts to ensure full compliance with the increasingly stringent requirements of Payment Card Industry Data Security Standard (PCI DSS). PCI DSS is a proprietary information security standard for organizations that handle branded credit cards from the major card schemes including Visa, MasterCard and American Express.
23. As part of the 15/16 and 16/17 savings challenge, the Council is exploring the options of making early payments to some of its major suppliers in return for a saving on the contract cost. To date agreements have been reached with 3 suppliers and others are being considered. There is a risk to the Council that having received payment that these companies may fail to deliver the services. This is mitigated by the existing contract protections, financial evaluations of the companies and parent company guarantees.

Welfare Reforms

24. In April 2013, the government began to introduce changes to the Welfare system, which have had and will continue to have a profound effect on Sheffield residents including council taxpayers and council house tenants. The cumulative impact of these changes is significant. They include:
 - **The Abolition of Council Tax Benefit:** replaced with a local scheme of local 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:** The Government has introduced various changes to the Housing Benefit System since 2013. These changes aim to reduce the level of benefit paid and hence potentially impact on the recipient's ability to pay rent and council tax. Consequently there may be an adverse impact in the level of arrears.

- **Introduction of Universal Credit:** The planned roll out for claimants in Sheffield is January 2016 but initially will only apply to new single jobseekers. Roll out of any other type of claimant will not take place until DWP move to their “Digital Platform” for which there is no known date for Sheffield. The migration of existing Housing Benefit claimants will follow but this is not expected until 2020/21.
- The biggest potential impact is on HRA and collection of rent. Support towards housing costs is currently paid through housing benefit direct to the HRA; in future this will be paid through UC 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

25. As part of the Spending Review and Autumn Statement 2015, the Government has announced savings of £600 million to be made from Education Services Grant (ESG), including phasing out the additional funding schools receive through the ESG. The government will consult on policy and funding proposals in 2016, but this could reduce the Council’s ESG by £3.3m, with only £1.1m being received for retained duties only.
26. Schools are entitled to receive a proportion of the Council’s Dedicated Schools Grant (DSG) which schools forum have decided can be de-delegated back to CYPF to fund central services. Academies can on conversion choose whether to buy into those services thus creating a potential funding gap. Up to £500k could be at risk to centrally funded services should Academies choose not to buy back those services funded from de-delegated DSG from the local authority.
27. If an academy is a sponsored conversion then the Council will have to bear the cost of any closing deficit balance that remains in the Council’s accounts. In 2016/17 this cost to the Council is estimated at around £300k and remains a risk for any future conversions.
28. Also as part of the Spending Review and Autumn Statement 2015, the government announced that it will introduce a national funding formula for schools, high needs and early years. There will be a transitional phase to help smooth the implementation of the new formula. The government will

launch a detailed consultation in 2016 and will implement the new formula from 2017/18.

Communities Risks

29. In 2015/16 a recurrent gap of £9.3m in the council's funding was bridged using £5m of CCG funding and council reserves. Negotiations are currently underway to establish where this gap will be funded from in 2016/17 between SCC and the CCG. Once this has been resolved there still remains the ongoing issue of developing sustainable savings proposals from within the Better Care Fund in order to balance the budget for future years.
30. There has been increasing pressure in recent months on Mental Health purchasing budgets as a result of some changes to care packages managed by the Care Trust. Whilst these changes are the right thing to do from a system wide perspective, they have a disproportionate impact on SCC. Work is currently underway to assess the viability of managing these budgets under a pooled arrangement within the Better Care Fund.

Place

2015/16 Revenue Budget savings

31. The Place Portfolio's medium term financial strategy is based on reducing the cost of the Streets Ahead programme, waste management contracts and the South Yorkshire Passenger Transport Levy to meet its budgetary allocation. Together these three items account for about two-thirds of the Place budget. Failure to secure these savings will require compensating savings in other services.
32. In light of the above risks, a review of waste services has taken place with a staged strategy agreed. As with any service change, there is a risk to the continuity of service delivery and in the longer term there is a potential financial risk if the expected investment does not result in better value services. In order to mitigate the risks a robust governance structure has been put in place to review progress and issues and make decisions to ensure that the optimum solution is achieved.

Electric Works

33. The Council owns this building and uses it to provide high quality office accommodation to start-up businesses in order to grow the local economy. Once established, the businesses will move elsewhere creating a high turnover of tenants. As the Landlord, the Council is

responsible for the running costs of the business centre apportioned to the void floor space. The approved business plan set-aside contingency monies to cover potential deficits in its early years of operation which has now been fully utilised. Some provision has been made within the existing annual budget but should the void floor space exceed the budgeted provision, this will require compensating savings from the Place portfolio.

Housing Revenue Account Risks

Housing Revenue Account (HRA)

34. There are a number of future risks and uncertainties that could impact on the 30 year HRA business plan. Major changes for social housing have been set out in the Welfare Reform and Work Bill and the Housing and Planning Bill. The full details and resource implications of the policy changes on the HRA are still emerging. In particular changes to the extension of Right to Buy to Housing Association tenants funded by the sale of “high value” council homes as they fall vacant, Pay to Stay proposals – Higher Rents for High Earners, the introduction of fixed term tenancies and further Welfare Reform changes. The impacts on the HRA are continually being assessed.

Other 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. These are continually re-assessed as part of the overall debt HRA strategy.
- **Repairs and Maintenance:** existing and emerging risks within the revenue repairs budget include unexpected increased demand (for example due to adverse weather conditions). The ongoing programme of proactive repair and improvement on roofing and heating systems in particular should help to mitigate this particular risk. This may be mitigated to some extent in the longer term by the insourcing of the Repairs and Maintenance service scheduled for April 2017.

Capital Programme Risks

Capital Receipts and Capital Programme

35. 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.

Housing Regeneration

36. There is a risk to delivering the full scope of major schemes such as Parkhill because of the instability in the housing market. This could result in schemes 'stalling', leading to increased costs of holding the sites involved.

Olympic Legacy Park

37. The Council supports the development of the Olympic Legacy Park to regenerate the Lower Don valley. Some parts of the infrastructure need private party or external funding to realise the vision. The Council has an obligation to provide a number of facilities to the educational establishment facilities on site against a very tight timescale. If the other site developments do not proceed in time, the Council may have to step in with funding which will place additional strain on the funding of the capital programme.

Bus Rapid Transit (BRT) North

38. The project is significantly over budget and a year behind schedule due to the discovery of asbestos on land which was previously thought to have been decontaminated, and, an unchartered sewer which has had to be relocated. The latest estimate of the unfunded spend is £6.3 m. A number of options are being pursued, including applying for additional grant funding, litigation against those at fault and allocation of anticipated future planning related development fees.

Sheffield Retail Quarter

39. The Council is expected to incur around £60m to acquire land, secure planning consent, and appoint a development partner to deliver the new retail quarter in the city centre. The scheme is being funded through prudential borrowing which will be repaid from the increased Business Rates that the completed scheme will produce (known as Tax Incremental financing (TIF)). The financing costs are being capitalised while the scheme is in development. There is a risk that if the scheme ceases to be active that the financing costs of circa £3m pa will have to be provided for from existing budgets. There is also a longer term risk that if the scheme does go ahead that the Business rates generated are not sufficient to cover the financing costs. In order to mitigate these risks the Council is working closely with its advisors and potential tenants to

ensure that a viable scheme is being developed. It is also ensuring that the level of TIF is set at a prudent level.

**Treasury Management Strategy Statement
Minimum Revenue Provision Policy Statement and Annual Investment Strategy
2016/17**

Introduction

Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned for, with cash being available when it is needed. Surplus cash is invested in low risk counterparties and instruments in alignment with the Council's risk appetite. The security and liquidity of our investments are primary concerns before considering investment return.

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

CIPFA defines treasury management as:

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

Reporting Requirements

The Council is required to receive and approve a number of reports each year, incorporating a variety of policies, estimates and actuals.

These reports include the:

Prudential and treasury indicators and treasury strategy (this report) – 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).

A mid-year treasury management report – This will update members with the progress, amending prudential indicators as necessary, and advise whether any policies require revision

Annual treasury report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Cabinet Member for Finance.

Treasury Management Strategy for 2016/17

The strategy for 2016/17 covers two main areas:

Capital issues

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training.

The Cabinet Member for Finance has been provided with treasury management training from officers at the beginning of 2015. 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.

The Council's Treasury Manager and the Acting Assistant Director of Finance with responsibility for treasury management both hold qualifications in public sector treasury awarded by the Association of Corporate Treasurers.

Treasury Management Consultants

The Council uses Capita Asset Services as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

The Capital Prudential Indicators: 2016/17 – 2017/18

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

Capital Expenditure

This prudential indicator is a summary of the Council's capital expenditure plans.

The following table shows capital expenditure forecasts:

Capital Expenditure	2014.15	2015.16	2016.17	2017.18	2018.19
	Actuals	Current	Budget	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Resources	£3,610	£8,604	£70	0	£0
CYP	£25,941	£35,556	£26,817	£16,418	£363
Communities	£1,479	£352	£0	£0	£0
Place	£22,996	£101,010	£31,925	£3,530	£0
Housing	£33,470	£84,573	£113,085	£95,813	£81,392
Highways General	£27,550	£17,283	£3,396	£529	£0
Highways Capital Contribution	£30,255	£30,850	£26,803	£38,350	£0
Total	£145,301	£278,229	£202,096	£154,641	£81,755

The table shows the Council's on-going commitment to investing in the city.

The Place portfolio shows particularly high numbers in 2015/16, reflecting the asset acquisitions and development costs associated with the flagship New Retail Quarter project. This project will seek to revitalise the city centre retail offer, allowing us to compete with regional and out-of-town alternatives.

The Council also continues to invest in flood defences to provide the city with resilience to the growing threat of adverse weather conditions, and recognising the importance to the regional and city economy of the industrial sector in the Don Valley.

The Council is also embarking on a major housing stock investment programme that will build upon the Decent Homes programme that ended in 2013. This will seek to address affordable housing provision in the city, tackling one of the most significant issues for our communities.

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:

Assets acquired through PFI	2014.15	2015.16	2016.17	2017.18	2018.19
	Actuals	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Highways	£39,528	£47,206	£47,059	£11,113	£0
Total	£39,528	£47,206	£47,059	£11,113	£0

The above table shows how we will use innovative financing means to leverage financial support from government to address investment need in our highways infrastructure. The large amounts of money to be invested in highways through PFI

arrangements and more traditional financing represents the Council's prioritisation of the city-wide Streets Ahead programme that will transform the city's road and pathway network.

The table below summarises our capital expenditure plans, and 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.

Capital Funding	2014.15 Actual £'000	2015.16 Current £'000	2016.17 Budget £'000	2017.18 Estimate £'000	2018.19 Estimate £'000
Capital expenditure:					
Non-housing	£111,831	£193,656	£89,011	£58,828	£363
Housing	£33,470	£84,573	£113,085	£95,813	£81,392
Total	£145,301	£278,229	£202,096	£154,641	£81,755
Financed by:					
Capital Receipts	£8,490	£24,072	£11,546	£8,116	£7,640
Capital Grants & Contributions	£67,649	£92,748	£54,810	£20,517	£2,513
Revenue Contributions	£25,788	£64,419	£91,909	£74,132	£61,517
Net borrowing need for the year	£43,374	£96,989	£43,831	£51,876	£10,085
Fund Split					
General Fund	£43,374	£94,293	£39,712	£40,487	£0
HRA	£0	£2,696	£4,118	£11,389	£10,085
Total	£43,374	£96,989	£43,831	£51,876	£10,085

Continued investment in the city is essential to ensure Sheffield remains an attractive place to live and do business. Investment does not simply mean development of our built environment, but also investment in our services to ensure we go about our business in an efficient and cost effective manner.

As in previous years, judicious use of borrowing to support investment remains a prudent financing option when borrowing costs remain low, especially given that those costs can be supported by the increased income we expect to flow from our investments or savings generated by business efficiencies.

The majority of the Council's borrowing need over this period relates to the capital contributions to the Highways Streets Ahead project. This project is essential to enable the Council to maintain its road network in a cost effective manner, moving away from comparatively expensive and inefficient remedial repair work.

Using historically cheap borrowing for the Streets Ahead project has further enabled the Council to make significant savings on what we would have otherwise paid to a contractor under a PFI contract.

The Council will also continue to use borrowing to support the development of the New Retail Quarter. This is a flagship scheme is aimed at kick-starting the regeneration of the city centre and the costs of this borrowing will, in time, be offset by increased income generated from business rates.

The significant use of revenue to fund capital expenditure relates to the use of rental income raised in the HRA to fund capital works on the Council's housing stock. However, in future years this will be supported by additional borrowing to support the level of HRA investment – particularly for new building and acquisition of properties.

The Council's need for borrowing (the Capital Finance Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying need for borrowing that has been built up over time and will be repaid in accordance with statutory rules. Any capital expenditure which has not immediately been paid for from grants, receipts, or contributions, during the year will increase the CFR.

Most of the increase in CFR relates to General Fund expenditure. The HRA finances the significant amount of its capital expenditure through the income it raises from housing rents. Financing expenditure in this way means the HRA has less need for credit.

The CFR does not increase indefinitely. Statute requires the Council to charge an amount each year to the budget known as the minimum revenue provision (MRP). This charge mimics depreciation, reduces the CFR, and ensures the Council has enough cash to repay its debts.

The CFR also includes other long term liabilities such as PFI arrangements. Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of arrangements include a borrowing facility which means the Council is not required to separately borrow for these schemes. The Council currently has £363m of such arrangements within the CFR.

The following table shows CFR projections:

Capital Financing Requirement	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
CFR non-housing	£872,093	£978,857	£1,029,772	£963,980	£930,422
CFR housing	£346,308	£348,977	£353,068	£364,430	£374,488
Total CFR	£1,218,401	£1,327,834	£1,382,841	£1,328,411	£1,304,910
Movement in CFR	£52,651	£109,433	£55,006	-£54,430	-£23,501
<u>Movement in CFR represented by:</u>					
Expenditure not funded by grants, receipts, or contributions	£43,396	£97,332	£45,745	£51,769	£10,085
Additional PFI liabilities	£39,528	£47,206	£47,059	£11,113	£0
- MRP/VMRP and other movements	-£30,274	-£35,105	-£37,798	-£117,312	-£33,586
Movement in CFR	£52,651	£109,433	£55,006	-£54,430	-£23,501

The table above shows that although the Council is taking on additional borrowing and PFI liabilities to create assets through capital expenditure, it is also charging prudent amounts of MRP to the budget to ensure it has enough cash to pay down its debts.

The costs of this debt will be funded through the revenue flows generated from the investment it enabled. These flows will arise from increased rates as new businesses set up in the city, and from cost reductions generated from investment that allows us to conduct our business in a more cost effective and efficient manner.

The significant increase in 2017/18 on the money we put aside for repaying debt (£117m) reflects our anticipation of receiving a large capital receipt following the proposed sale of our interest in the New Retail Quarter development.

Minimum Revenue Provision (MRP) policy statement

Each year statute requires the Council to charge an amount to its General Fund revenue budget to raise cash to reduce the General Fund element of its CFR. This cash then ensures that the Council can pay down its debts.

The statute requires a minimum amount to be charged, but also allows the Council to charge more if it feels it prudent to do so. This is known as a Voluntary Minimum Revenue Provision (VMRP).

Regulations have been issued by the Department for Communities and Local Government that require the full Council to approve an MRP statement in advance each year. This statement sets out how the Council determines how the MRP will be calculated. Guidance affords a variety of options to Councils, so long as the calculation results in a prudent provision.

The Council is recommended to approve the following MRP statement:

For capital expenditure incurred before 1st April 2008, or which in the future will be Supported Capital Expenditure (expenditure which receives income support from government), MRP will be charged on a flat line basis over fifty years. This will ensure that all debt associated with Supported Capital Expenditure is fully provided for up to the Adjustment A level that is required of us by government within fifty years.

This approach better aligns the charges we make to the General Fund with the funding we receive from government and, importantly, accelerates the rate at which the Council will provide for this debt over the Council's previous policy of using the 'regulatory method'. This approach does, therefore, represent a more prudent way of ensuring the Council can pay down debt in good time.

The Council will apply voluntary minimum revenue provisions to realign overall charges to the 'regulatory method' where it is considered prudent to do so.

From 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.

Where it is considered prudent to do so, the Council will adopt an annuity profile for MRP charges under the asset life methodology. Adoption of this approach will be considered on a scheme-by-scheme basis, and will only be used where adoption will result in costs being better aligned to the benefit flows that will accrue from the investment.

There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made. The HRA may opt to make voluntary revenue provisions where it is prudent to do so.

Where appropriate, the Council will defer the MRP related to specific projects until the asset(s) for the project become(s) operational. This is known as an MRP holiday and will allow the Council to align borrowing repayments to the economic benefit generated from those assets.

The Council will also withhold MRP payments related to the acquisition of assets purchased under compulsory purchase orders (CPO) where there is a commitment to pass these assets and their costs onto a development vehicle.

Where capital loans are provided by the Council under section 25 of the 'The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003', the Council will, where it is prudent to do so, align MRP profiles to loan repayments.

This will ensure the Council does not unnecessarily charge amounts to its revenue budget.

The Council can at times receive capitalisation directives from the Secretary of State. Where this is the case, the Council's policy will be to provide for MRP as the capitalisation is defrayed, rather than on initial recognition. The 'asset-life' approach will be taken to providing for MRP on 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.

Core Funds and Expected Investment Balances

The application of resources (capital receipts, grants, revenue reserves) to finance capital expenditure will have an associated impact on investment balances, unless resources are supplemented each year from new sources such as asset sales or the receipt of other grants. This is simply because as receipts, reserves, and grants are spent, there is less cash available to place on deposit.

Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

CORE FUNDS AND EXPECTED INVESTMENT BALANCES	2014.15 Actual £'000	2015.16 Current £'000	2016.17 Budget £'000	2017.18 Estimate £'000	2018.19 Estimate £'000
Year End Resources:					
Cash backed reserves*	£225,682	£227,507	£208,614	£168,262	£150,636
Capital Receipts	£105,494	£60,000	£50,000	£50,000	£50,000
Provisions	£53,785	£45,785	£37,785	£32,785	£32,000
Total Core Funds	£384,961	£333,292	£296,399	£251,047	£232,636
Working Capital	-£104,475	-£110,785	-£87,785	-£82,785	-£72,000
(Under)/over Borrowing	-£154,895	-£190,047	-£136,503	-£100,000	-£96,933
Expected Investments	£125,591	£32,460	£72,111	£68,263	£63,703

**The majority of these reserves are earmarked for future spend, and do not represent available surplus for the budget*

The above table shows that the Council remains 'under-borrowed'. This means that we have not taken loans from banks, government, or other parties to finance all our borrowing needs. Instead, the Council has used its own cash balances that it doesn't need right now.

These balances include grants received in advance that we're yet to spend, reserves and provisions being held over for future spend, and capital receipts that haven't yet been deployed.

Operating in this manner is a good-fit for our wider operating environment. Low interest-rates mean that investment returns from cash held on deposit are poor. This does not provide us with an incentive to hold cash on deposit. Conversely, whilst borrowing costs are still very low, they are still higher than investment returns. So, where possible, it is cheaper to use our own cash balances than use external loans at more expensive rates.

Aligned to this is the residual counterparty risk in the market place. This means that we are still wary about investing with many financial institutions (such as banks and pension funds) following the credit-crunch of 2008 and bank failures. Limiting our exposure to these institutions remains a prudent course of action.

Whilst retaining the under-borrowed position we have also looked to use our cash balances efficiently, as we would any other asset.

This has encouraged us to look at using our cash in more innovative means to both provide revenue savings and support service delivery changes.

In 2015/16 the Council embarked on an early payment for discounts (EPD) programme that looks to pay suppliers in advance in return for price reductions. Deals have, to-date, been secured with several of our major suppliers including Kier and Capita, and will over the course of the arrangements secure savings on contract price of c. £1.2m that is going towards supporting the revenue budget.

These up-front payments, complement those made in prior years relating to the Major Sporting Facilities and the Triennial Pension Deficit, and result in the negative working capital shown in the table above.

The above table shows that the Council's investment balances are expected to rise on the 2015/16 low before falling.

The low in 2015/16 reflects the cash that we have put into the early payment arrangements. As these arrangements unwind (typically over the next 12 months) our cash balances will replenish themselves.

Future cash profiles are consistent with the Council's approach to reducing the General Fund and HRA under borrowed position over time and our expectations around reserve levels.

It is anticipated that the Council's reserves will be called upon in the coming years to support the revenue budget and protect services. As these reserves are used, the cash backing them also falls.

Whilst an under-borrowed position is currently advantageous, it does expose us to a level of risk around interest-rates.

Should the Council's plans change in the future it may need additional cash that is no longer available to support the under-borrowed position. If this occurred the Council would be required to go to the markets to raise cash through loans. The risk is, therefore, that should we need to raise loans they will be more expensive than they are now.

Accordingly, it is important that we manage this risk, and retain exposure at a level we think is appropriate. To mitigate this risk, and to further reduce the under-borrowed position, the Council intends to take additional loans in 2016/17 whilst rates remain historically low. These loans will bring cash into the Council to offset the outflows principally associated with our investments in the Streets Ahead and Sheffield Retail Quarter schemes.

Treasury officers will continue to monitor the financial markets to ensure our cash management plans are properly aligned to the Council's investment decisions and the ongoing risks in the wider economy.

The Council's expected investment balances are likely to fluctuate considerably during the year due to the irregular nature of cash flows, in particular grant income received from government.

Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators. Prudential indicators are also required to assess the affordability of the capital investment plans. These indicators highlight the impact of the capital investment plans on the Council's overall finances.

The Council is asked to approve the following indicators:

Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital (principally borrowing and PFI arrangements) against the net revenue stream. The net revenue stream consists of the money we have available from grant, Council Tax, and other sources that is without restriction and can be spent as the Council sees fit.

The indicator below highlights a rise in the amount of the General Fund (non-HRA) and HRA net revenue stream that is being spent on financing costs:

Ratio of Financing Costs to Net Revenue Stream:	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Non-HRA	15.4%	17.2%	18.8%	18.9%	19.2%
HRA	9.9%	9.5%	9.5%	10.2%	10.0%

This reflects two prominent issues:

1. We anticipate incurring more costs into the future on borrowing than we do now; and,
2. The revenue income streams used for this calculation are falling.

At a very high and unsophisticated level, this means that we are spending more on capital financing, and have a smaller income base from which to pay for it.

However, 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 and the Sheffield Retail Quarter (SRQ).

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 unfortunately are not reflected in the above prescribed ratios.

The Council also plans to continue to invest in the city centre to kick-start the regeneration of the area known as the Sheffield Retail Quarter. This investment will not only help to deliver a revived retail area to enable the city centre to compete with out-of-town alternatives and regional competition, but will also attract rate paying businesses to the city.

The increased rates this investment will generate will help to service the costs associated with the investment.

The HRA's gradual increase reflects that costs are currently largely being funded through housing rents, restricting the need for additional borrowing. Although the HRA has a significant investment programme from 2015 onwards it is anticipated that the initial costs of servicing any borrowing required will be largely offset from the expected increase in its housing rents income base and use of specific reserves built up for this purpose.

Incremental Impact of Capital Investment Decisions on Council Tax

The Council operates a policy of striving to ensure that all new unsupported borrowing funded projects are self-financing. This means that existing budgets are

found to fund new borrowing costs, or that the projects operate on an 'invest-to-save' basis whereby investment in a project enables savings to, at a minimum, service the borrowing costs incurred on that project. As a result of this policy, capital projects funded by borrowing should not, in normal circumstances, add additional costs to the Council's budget.

The Council considers a variety of options when considering how to fund capital projects. Currently, and due to global economic conditions, the Council can borrow money at historically low rates. This has enabled the Council to use borrowing to fund capital projects that will in turn generate revenue savings whilst helping us meet our wider objectives.

As an example, the Council will be using cash raised from borrowing to part finance the Streets Ahead project. By putting our own cash into the project the Council has been able to secure significant savings on the contract cost the PFI provider would otherwise have charged us. This saving arises because borrowing costs are significantly cheaper for the Council than the provider.

Accordingly the following indicator should not be viewed in isolation from the fact that our capital investments are generating revenue savings that are not represented within the figures shown. These saving have, though, contributed towards the Council managing the significant cuts imposed upon it without recourse to large Council Tax rises.

The indicator does, however, show what the cost to an average Band D council tax bill would be if we did not follow the policy and all new borrowing costs had to be met by an increase on council tax:

The average impact upon a Band D council tax bill would be:

INCREMENTAL IMPACT OF CAPITAL INVESTMENT DECISIONS ON COUNCIL TAX	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Council Tax Band D	£8.33	£39.66	£87.20	£89.35	£107.21

Estimates of the Incremental Impact of Capital Investment Decisions on Housing Rent Levels

Following the end of the subsidy system and the move to self-financing HRAs, costs incurred in the HRA are principally funded from housing rents.

This indicator shows the impact of HRA capital investment decisions outlined in this report on weekly housing rent levels.

IMPACT ON WEEKLY HOUSING RENTS	2015.16 Current £'000	2016.17 Estimate £'000	2017.18 Estimate £'000	2018.19 Estimate £'000
Weekly housing rents	£0.02	£0.05	£0.14	£0.22

The table shows a minimal impact on rent levels. This is consistent with the fact that the HRA's plans a significant housing stock investment programme from 2016 onwards that will be supported by borrowing. This is reflected by the increase in the incremental impact on rents from 2017/18.

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.

Borrowing

The capital expenditure plans set out previously provide details of the Council's investment plans. The treasury management function ensures that the Council's cash is organised in accordance with relevant professional codes, so that sufficient cash is available to meet these plans. This will involve both the organisation of the cash flow, and where required, the organisation of appropriate borrowing facilities.

This section of the strategy covers the relevant treasury and prudential indicators, the current and projected debt position, and the annual investment strategy.

Current Portfolio Position

The Council's debt portfolio position is outlined below. The table below shows actual external debt against the CFR which represents the Council's need to borrow for capital purposes.

Comparing actual debt to the CFR highlights any under or over borrowing.

Under borrowing represents the Council's use of its own cash surpluses rather than external debt, whilst over borrowing represents the Council taking on more debt than it needs at that point in time.

CURRENT PORTFOLIO POSITION	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
External Debt					
Loans at 1st April	£687,999	£679,003	£723,965	£804,721	£789,973
Expected change in Loans	-£8,996	£44,961	£80,756	-£14,748	-£7,597
PFI liabilities at 1st April	£335,603	£363,111	£395,228	£426,155	£426,345
Expected change in PFI liabilities	£27,508	£32,117	£30,927	£190	-£9,023
Transferred Debt at 1st April	£23,912	£21,392	£18,619	£15,570	£12,215
Expected Change in Transferred Debt	-£2,521	-£2,773	-£3,050	-£3,355	-£3,690
Actual Gross Debt at 31st March	£1,063,506	£1,137,812	£1,246,445	£1,228,532	£1,208,222
The Capital Financing Requirement	£1,218,379	£1,327,816	£1,382,948	£1,328,532	£1,305,078
Authority Under/(Over) Borrowing	£154,873	£190,004	£136,503	£100,000	£96,856
HRA under/ (over) borrowing	£52,148	£57,108	£36,503	£0	£0
GF Under / (Over) Borrowing	£102,725	£132,896	£100,000	£100,000	£96,856
Total	£154,873	£190,004	£136,503	£100,000	£96,856

The rise in external loans and PFI liabilities is consistent with the Council's significant investment in the Streets Ahead project. The Council has committed to making MRP charges to eliminate the debt associated with this project by 2038.

The table also highlights that the Council plans to continue to manage an under borrowed position. This means that in the near term the Council will opt to use some of its surplus cash to fund capital expenditure rather than take out new loans.

This policy is helping the Council to meet its budget challenges by allowing us to avoid the interest charges that come with external loans. It does, however, mean that the Council loses investment income from cash that would otherwise be on deposit. As investment returns are currently poor, and default risk from financial institutions still elevated, this represents a prudent use of our cash.

However, as the table shows, the Council intends to reduce its under borrowed position for the General Fund to more manageable levels and move toward eliminating the HRA under borrowed position.

The HRA reduction is a result of the reduction in their Major Repairs Reserve as it is used to fund investment in existing and new housing stock. This reduces the level of HRA reserves that currently fund their under borrowed position. Once the HRA under borrowing has been eliminated, the HRA loan portfolio would be in line with the overall HRA CFR.

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 raise those loans the cost of servicing them is prohibitively high. This is an issue the Council is monitoring closely, as interest rates are likely to rise in the coming years.

Whilst this approach has been advocated for a while, the use of cash balances to solicit early payment discounts from a number of key suppliers means that the cash to support under-borrowing at current levels is unsustainable and new borrowing will be required to ensure the Council is able to meet its commitments when they become due.

This indicator also serves as a test as to whether the Council complies with the requirement to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2016/17 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.

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:

Operational Boundary	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Loans	£840,000	£850,000	£950,000	£1,000,000	£1,000,000
Other Long Term Liabilities	£390,000	£420,000	£475,000	£475,000	£475,000
Total	£1,230,000	£1,270,000	£1,425,000	£1,475,000	£1,475,000

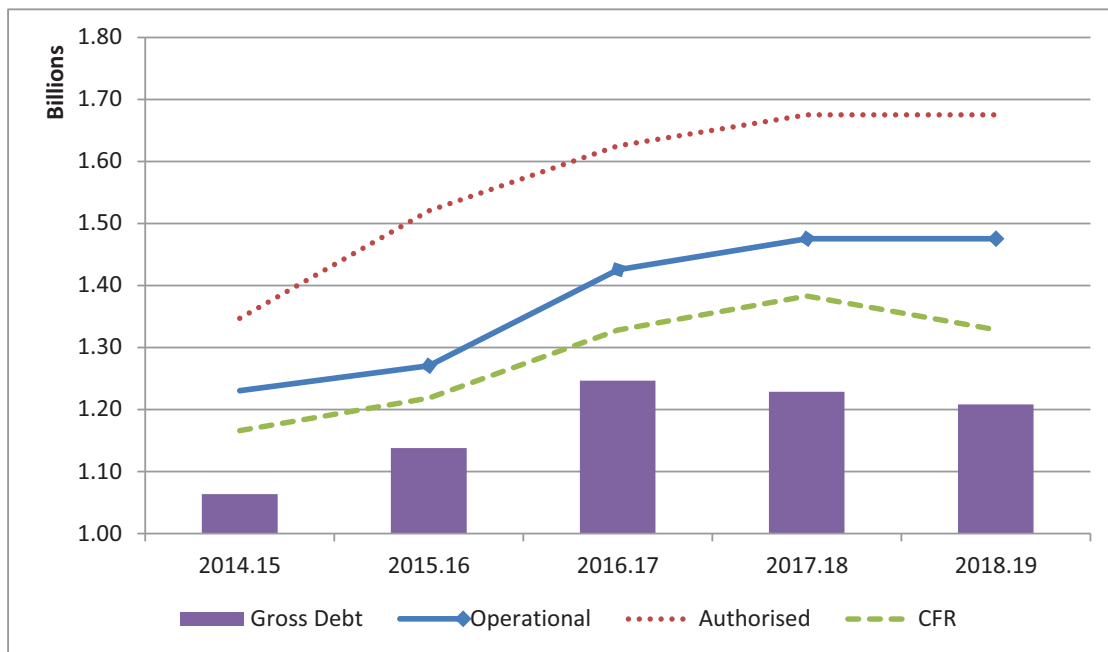
The **authorised limit on external debt** represents a control on the maximum amount of debt the Council can legally hold. Under Section 3 of the Local Government Act 2003 this limit is agreed by full Council and cannot be revised without that body's agreement. The Council is required to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is acceptable.

The authorised limit reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the long term.

The Council is asked to approve the following limit:

Authorised Limit	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Budget	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Loans	£940,000	£1,100,000	£1,150,000	£1,200,000	£1,200,000
Other Long Term Liabilities	£407,000	£420,000	£475,000	£475,000	£475,000
Total	£1,347,000	£1,520,000	£1,625,000	£1,675,000	£1,675,000

These limits, the capital financing requirement (CFR) and the underlying gross debt can be compared on the graph below



The authorised limit is significantly higher than the gross debt to allow us to deal with both planned capital expenditure, and any opportunities that may arise in-year to restructure contracts.

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.

From 2016/17 onwards, the debt cap has increased slightly following a bid for additional borrowing capacity relating to specific schemes.

The debt cap and the HRA's headroom position are currently:

HRA Debt Limit	2014.15	2015.16	2016.17	2017.18	2018.19
	Actual	Current	Budget	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
HRA Debt Cap	£388,311	£388,311	£392,083	£392,083	£392,083
HRA CFR	£346,336	£346,308	£348,977	£353,068	£364,430
HRA Headroom	£41,975	£42,003	£43,106	£39,015	£27,653

The HRA's debt (CFR position) is currently under the cap. The difference between the government set cap and the HRA's CFR represents the headroom it has to use credit to fund capital investment.

It should be noted that as the HRA investment into new housing stock develops, the amount of headroom will be eroded – reducing from a projected high of £43.1m in 2016/17 to £27.7m in 2018/19.

Economic Backdrop

Economic growth remains slow worldwide; though the UK has performed comparatively well – with growth in 2015 likely to be one of the best in the G7 nations alongside the US.

However, growth prospects outside the UK are unlikely to improve soon as there is a concern that developments in China will have international implications, particularly for developing and commodity supported economies and Eurozone growth continues to be fragile and vulnerable to external shocks. In fact, since the autumn, many of the worldwide economic statistics have been weak and the Bank of England November inflation report noted the concerns for the potential impact on the UK. This reflects that global economies are more intertwined than ever, and an export based recovery will struggle if importing nations don't recover simultaneously.

UK growth has predominately been led by consumer spending, though investment has begun to grow. Productivity remains low though is also showing some signs of improving and we are seeing real increases in income levels. However, the current account deficit remains a problem and will continue to do so as long as Eurozone demand remains depressed. In addition there will be the dampening effect of the Government's continuing austerity programme.

The Bank of England's Monetary Policy Committee (MPC), which is the independent body that determines Bank Rate, currently expects inflation to gradually increase to around 2% over the next 2 to 3 years. However, this may be impacted by recent falls in fuel prices and the uncertainty over pay inflation.

Further information on the economic picture is shown in Appendix 1

Prospects for Interest Rates

The Council has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

<i>Capita Asset Services Interest Rate View</i>													
	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Sep 18	Dec 18	Mar 18
Base Rate	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%
5 Year PWLB	2.00%	2.10%	2.20%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%
10 Year PWLB	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%
25 Year PWLB	3.40%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%	4.00%	4.00%	4.10%	4.10%	4.10%
50 Year PWLB	3.20%	3.20%	3.30%	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	3.90%	4.00%	4.00%	4.00%

- Investment returns are likely to remain relatively low during 2016/17 and only increase gradually thereafter;
- Borrowing interest rates have been highly volatile during 2015 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets. Gilt yields have continued to remain at historically phenomenally low levels during 2015. 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 to avoid incurring higher borrowing costs in later times, when authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt;
- 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.

Borrowing strategy

The Council is currently maintaining an under-borrowed position, and plans to do so while it remains prudent. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loans and other credit arrangements such as PFI.

Instead cash supporting the Council's reserves, balances and working capital has been used as a temporary measure. This strategy is prudent as investment returns have remained low and counterparty risk is still relatively high. This approach has allowed us to avoid interest costs and thus support the revenue budget.

However, in accordance with the view taken in previous years, the Council recognises the inherent risk in operating to this strategy and has taken additional

borrowing in 2015/16 consistent with the mitigation strategy outlined last year. The Council plans to mitigate its position through a further draw down of loans in 2016/17 to finance the Council's investment plans and to replenish cash balances.

Against this background and the risks within the economic forecast, caution will be adopted. The Director of Finance 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 sharp 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 perhaps arising from an acceleration in the rate of increase in central rates in the USA and a start of rate increases in the UK, an increase in world economic activity or a sudden increase in inflation risks, then 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 continue to be effected by global events. The 2015/16 financial year has seen 'event-risk' consistently effect both borrowing and investment rates as global instability has intermittently pushed investors back into safe-haven assets. The pace of recovery in the global economy will also weigh heavily on demand for sovereign debt.

Any decisions on the drawdown of loans will be reported to the Cabinet Member for Finance at the next available opportunity.

Treasury management limits on activity

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments

- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

interest rate exposure	2015.16	2016.17	2017.18	2018.19
	£'000	£'000	£'000	£'000
	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%	100%
Limits on variable interest rates based on net debt	£178,000	£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.

Maturity structure of fixed interest rate borrowing:	2016.17	
	Lower	Upper
Under 12 months	0%	20%
12 months to 2 years	0%	20%
2 years to five years	0%	20%
5 years to 10 years	0%	40%
10 years to 20 years	0%	40%
20 years to 30 years	0%	20%
30 years to 40 years	0%	20%
40 years to 50 years	0%	20%

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

Maturity structure of variable interest rate borrowing:	2016.17	
	Lower	Upper
Under 12 months	0%	100%
12 months to 2 years	0%	0%
2 years to five years	0%	0%
5 years to 10 years	0%	0%
10 years to 20 years	0%	0%
20 years to 30 years	0%	0%
30 years to 40 years	0%	0%
40 years to 50 years	0%	0%

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

The Council monitors the potential for the rates on these loans to re-set, but does not believe this is likely in 2016/17. Accordingly, and despite this indicator, we do not expect to repay these loans in 2016/17.

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.

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 2015/16, 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.

Municipal Bond Agency

It is likely that the Municipal Bond Agency, currently in the process of being set up, will be offering loans to local authorities in the near future. It is also hoped that the

borrowing rates will be lower than those offered by the Public Works Loan Board (PWLB). The Council may consider making use of this new source of borrowing as and when appropriate.

Annual Investment Strategy

Introduction: changes to credit rating methodology

The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. Commencing in 2015, in response to the evolving regulatory regime, all three agencies have begun removing these "uplifts" with the timing of the process determined by regulatory progress at the national level. The process has been part of a wider reassessment of methodologies by each of the rating agencies. In addition to the removal of implied support, new methodologies are now taking into account additional factors, such as regulatory capital levels. In some cases, these factors have "netted" each other off, to leave underlying ratings either unchanged or little changed. A consequence of these new methodologies is that they have also lowered the importance of the (Fitch) Support and Viability ratings and have seen the (Moody's) Financial Strength rating withdrawn by the agency.

In keeping with the agencies' new methodologies, the rating element of our own credit assessment process now focuses solely on the Short and Long Term ratings of an institution. While this is the same process that has always been used for Standard & Poor's, this has been a change in the use of Fitch and Moody's ratings. It is important to stress that the other key elements to our process, namely the assessment of Rating Watch and Outlook information as well as the Credit Default Swap (CDS) overlay have not been changed.

The evolving regulatory environment, in tandem with the rating agencies' new methodologies also means that sovereign ratings are now of lesser importance in the assessment process. Where through the crisis, clients typically assigned the highest sovereign rating to their criteria; the new regulatory environment is attempting to break the link between sovereign support and domestic financial institutions. While this authority understands the changes that have taken place, it will continue to specify a minimum sovereign rating of A. This is in relation to the fact that the underlying domestic and where appropriate, international, economic and wider political and social background will still have an influence on the ratings of a financial institution.

It is important to stress that these rating agency changes do not reflect any changes in the underlying status or credit quality of the institution. They are merely reflective of a reassessment of rating agency methodologies in light of enacted and future expected changes to the regulatory environment in which financial institutions

operate. While some banks have received lower credit ratings as a result of these changes, this does not mean that they are suddenly less credit worthy than they were formerly. Rather, in the majority of cases, this mainly reflects the fact that implied sovereign government support has effectively been withdrawn from banks. They are now expected to have sufficiently strong balance sheets to be able to withstand foreseeable adverse financial circumstances without government support. In fact, in many cases, the balance sheets of banks are now much more robust than they were before the 2008 financial crisis when they had higher ratings than now. However, this is not universally applicable, leaving some entities with modestly lower ratings than they had through much of the “support” phase of the financial crisis.

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.

Creditworthiness Approach

This Council applies the creditworthiness service provided by Capita Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands :

Colour Band	Duration
Yellow	5 years *
Dark pink	5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
Light pink	5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
Purple	2 years
Blue	1 year (only applies to nationalised or semi nationalised UK Banks)
Orange	1 year
Red	6 months
Green	100 days
No colour	not to be used

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

	Colour (and long term rating where applicable)	Money and / or % Limit	Time Limit
Banks *	yellow	100%	5 years
Banks	purple	£30m	2 years
Banks	orange	£30m	1 year
Banks – part nationalised**	blue	£50m	1 year
Banks	red	£15m	6 months
Banks	green	£10m	100 days
Banks	No colour	Not to be used	
Council's banker (Barclays) in the event of the bank being 'no colour'	-	100 %	5 days ***
DMADF	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.

*** to cover period to next working day allowing weekends and bank holidays such as Easter

The Council does not expect to place deposits for maturities greater than 12 months during 2015/16. Should it choose to do so, the action will be reported to the Cabinet Member for Finance at the earliest available opportunity.

Our creditworthiness service uses a wider array of information than just primary ratings and, by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of short term rating F1, and a long term rating A. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored 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.

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 an appendix. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

Investment strategy

When considering its investments the Council will consider:

- Its longer term cash balances. This is cash available for use in the medium to long term, and comes from reserves, grants and receipts that are yet to be spent;
- Short term cash flow requirements that arise on a daily 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 2016. Base rate forecasts for financial year ends (March) are as follows:

Year	Base Rate Forecast
2016/17	0.50%
2017/18	1.00%
2018/19	1.75%

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 five years are as follows:

Year	Proposed Returns
2016/17	0.60%
2017/18	1.25%
2018/19	1.75%
2019/20	2.25%
2020/21	2.50%
2021/22	2.75%

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:

INVESTMENTS GREATER THAN 365 DAYS	2015.16 £'000	2016.17 £'000	2017.18 £'000	2018.19 £'000
Maximum Sums	£30,000	£30,000	£30,000	£30,000

Appendix 1 – Economic Backdrop

UK. UK GDP growth rates in 2013 of 2.2% and 2.9% in 2014 were the strongest growth rates of any G7 country; the 2014 growth rate was also the strongest UK rate since 2006 and the 2015 growth rate is likely to be a leading rate in the G7 again, it looks likely to disappoint previous forecasts and come in at about 2%.. Quarter 1 of 2015 was weak at +0.4% (+2.9% y/y) though there was a rebound in quarter 2 to +0.7% (+2.4% y/y) before weakening again to +0.5% (2.3% y/y) in quarter 3. The November Bank of England Inflation Report included a forecast for growth to remain around 2.5 – 2.7% over the next three years, driven mainly by strong consumer demand as the squeeze on the disposable incomes of consumers has been reversed by a recovery in wage inflation at the same time that CPI inflation has fallen to, or near to, zero since February 2015. Investment expenditure is also expected to support growth. However, since the August Inflation report was issued, most worldwide economic statistics have been weak and financial markets have been particularly volatile. The November Inflation Report flagged up particular concerns for the potential impact of these factors on the UK.

The Inflation Report was also notably subdued in respect of the forecasts for inflation; this was expected to barely get back up to the 2% target within the 2-3 year time horizon. The increase in the forecast for inflation at the three year horizon was the biggest in a decade and at the two year horizon was the biggest since February 2013. However, the first round of falls in oil, gas and food prices over late 2014 and also in the first half of 2015 will fall out of the 12 month calculation of CPI, during late 2015 / early 2016 but a second, more recent, round of falls in fuel prices will delay a significant tick up in inflation from around zero: this is now expected to get back to around 1% by the end of 2016 and not get near 2% until the second half of 2017, though forecasts in the BoE report itself were for an even slower rate of increase. However, more falls in the price of oil and imports from emerging countries in early 2016 will further delay the pick up in inflation. There is therefore considerable uncertainty around how quickly pay and CPI inflation will rise in the next few years and this makes it difficult to forecast when the MPC will decide to make a start on increasing Bank Rate.

The weakening of UK GDP growth during 2015 and the deterioration of prospects in the international scene. Especially emerging market countries, have consequently led to forecasts for when the first increase in the UK Bank Rate would occur being pushed back to quarter 4 of 2016. There is downside risk to this forecast i.e. it could be pushed further back.

USA. The American economy made a strong comeback after a weak first quarter's growth at +0.6% (annualised), to grow by no less than 3.9% in quarter 2 of 2015, but then pulled back to 2.1% in quarter 3. The run of strong monthly increases in non-farm payrolls figures for growth in employment in 2015 has prepared the way for the Fed to embark on its long awaited increase in rates of 0.25% at its December

meeting. However, the accompanying message with this first increase was that further increases will be at a much slower rate, and to a much lower ultimate ceiling than in previous business cycles, mirroring comments by our own Money Policy Committee.

EZ. In the Eurozone, the ECB fired its big bazooka in January 2015 in unleashing a massive €1.1 trillion programme of quantitative easing to buy up high credit quality government and other debt of selected EZ countries. This programme of €60bn of monthly purchases started in March 2015 and it was intended to run initially to September 2016. This appears to have had a positive effect in helping a recovery in consumer and business confidence and a start to an improvement in economic growth. GDP growth rose to 0.5% in quarter 1 2015 (1.0% y/y) but came in at +0.4% (+1.5% y/y) in quarter 2 and looks as if it may maintain this pace in quarter 3. However, this lacklustre progress in 2015 together with the recent downbeat Chinese and emerging markets news prompted comments by the ECB that it stands ready to strengthen this programme of quantitative easing (QE) by extending its time frame and / or increasing its size to get inflation up from the current level of around zero to its target of 2% and to help growth in the Eurozone.

Greece. During July, Greece finally capitulated to EU demands to implement a major programme of austerity and is now cooperating fully with EU demands. An €86bn third bailout package has since been agreed though it did nothing to address the unsupportable size of total debt compared to GDP. However, huge damage has been done to the Greek banking system and economy by the resistance of the Syriza Government, elected in January, to EU demands. The surprise general election in September gave the Syriza government a mandate to stay in power to implement austerity measures. However, there are major doubts as to whether the size of cuts and degree of reforms required can be fully implemented and so Greek exit from the euro may only have been delayed by this latest bailout.

Portugal and Spain: The general elections in September and December respectively have opened up new areas of political risk where the previous right wing reform-focused pro-austerity mainstream political parties have lost power. A left wing / communist coalition has taken power in Portugal which is heading towards unravelling previous pro-austerity reforms. This outcome could be replicated in Spain. This has created nervousness in the bond and equity markets for those countries which as the potential to spill over and impact on the whole of the Eurozone project

Appendix 2

Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management

SPECIFIED INVESTMENTS:

All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable.

The following specified investment instruments, along with their minimum credit rating, have been outlined below:

	* 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

Appendix 3

Approved countries for investments:

Based on lowest available rating

AAA

Australia

Canada

Denmark

Germany

Netherlands

Singapore

Sweden

Switzerland

AA+

Finland

U.K.

U.S.A.

AA

Abu Dhabi (UAE)

France

Qatar

AA-

Belgium

PAY POLICY STATEMENT

March 2016

1.0 Background

- 1.1 Sheffield City Council is required under Sections 38 – 43 of the Localism Act 2011 to publish its pay policy; Sheffield City Council has routinely, on an annual basis, published data on all posts which have remuneration above £50,000.
- 1.2 The Council continues to monitor closely its senior management posts and keeps the structure under review to ensure it continues to be fit for purpose.
- 1.3 This policy statement does not cover or include staff employed by schools and is not required to do so.
- 1.4 This policy statement is required to be considered and approved by full Council at the Council meeting on 4 March 2016.

2.0 Definition of Officers Covered by this Policy Statement

- 2.1 This policy statement covers the following posts, full details of these posts is attached at **Annex A**.
 - a) **Head of the Paid Service**, which in Sheffield City Council is the post of:
 - i) Chief Executive
 - b) **Statutory Chief Officers**, which in Sheffield City Council are the posts of:
 - i) Director of Adult Services (under LASSA 1970)
 - ii) Executive Director CYPF (Director of Children's Services under Children's Act)
 - iii) Director of Legal and Governance (Monitoring Officer)
 - iv) Executive Director of Resources (Chief Finance Officer under Sec 151 of LGA1972)
 - v) Director of Public Health
 - c) **Non-statutory Chief Officers** (those who report to the Head of Paid Service or Statutory Officer)
 - d) **Chief Officers** (those who report to Non Statutory Chief Officers)

3.0 Pay Policy Statement

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

- Recruit and retain people with the skills and expertise to deliver high quality services to the citizens of Sheffield City Council;
- Manage employee remuneration in a manner that is fair, transparent and reasonable;
- Take account of national and regional pay policy and market trends in the context of local government;
- Have a framework for managing the range of pay across the Council's workforce, this is known as pay ratios;
- Have simple uniform packages across all employment groups and to manage pay matters within national guidelines and agreements;
- Protect and remunerate low paid employees at appropriate levels and this includes the Council's commitment to the Living Wage, and;
- Protect jobs and services for as long as reasonably possible and this includes a prudent, affordable and fair approach to pay.

4.0 Policy on Remunerating Chief Officers

- 4.1 Sheffield City Council's policy is to pay Chief Officers' basic annual salary; Chief Officers' salaries do not attract enhancements or bonus of any kind. There are no additional enhancements to redundancy payments, pension contributions or pension payments outside of the Council's normal arrangements for all Sheffield City Council employees. Travel and other expenses are paid through the normal authority procedures.
- 4.2 It is the policy of this authority to establish a remuneration package for each Chief Officer post that is sufficient to attract and retain staff of the appropriate skills, knowledge, experience, abilities and qualities that is consistent with the authority's requirements of the post in question at the relevant time. The Chief Officer Grading Structure is attached as **Annex B**.
- 4.3 Recruitment to posts at Chief Officer Level is undertaken by the Senior Officers Employment Committee which is a sub committee of the Council; membership is agreed by Council on an annual basis. All recommendations for appointment at this level are signed off by Cabinet.
- 4.4 Remuneration and recruitment – all posts will be advertised and appointed to at the appropriate approved salary for the post in question, unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities and qualities cannot be made without varying the remuneration package. In such circumstances a variation to the remuneration package may be appropriate under the authority's policy and any variation will be approved through the appropriate authority decision making process.
- 4.5 Pay Increases - the authority will apply any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations. The authority will also apply any pay increases that are as a result of authority decisions to significantly increase the duties and responsibilities of the post in question beyond the normal flexing of duties and responsibilities that are expected in senior posts.

- 4.6 Additions To Pay - the authority will not make additional payments beyond those specified in the contract of employment unless varied by the appropriate authority decision making process.
- 4.7 Local Election Fees - the Council sets and makes payment to the Returning Officer for the management and administration of local elections. The Returning Officer will make payments to those officers who undertake specific duties in relation to the elections (including Chief Officers) dependant on their role.

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

- 4.8 Performance Related Pay - the authority does not operate a performance related pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
- 4.9 Earn-Back (withholding an element of base pay related to performance) - the authority does not operate an earn-back pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
- 4.10 Severance Payments - The authority's normal policies regarding redundancy and retirement apply to Chief Officer posts. From 1 January 2015 to 31 December 2015, one Chief Officer was released from the authority on Voluntary Severance.

5.0 Policy on Remunerating the Lowest Paid in the Workforce

- 5.1 The authority applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are incorporated into contracts of employment. The lowest pay point in this authority is Scale 1, point 6; this relates to an annual salary of £13,614 and can be expressed as an hourly rate of pay of £7.06 (April 2015 to March 2016).

A decision was taken at Cabinet on 16 January 2013 to uplift the pay of employees earning less than the nationally recognised Living Wage.

From April 2016 this will increase to £8.25 per hour. The payment will be made as a supplement which will be reviewed on an annual basis.

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

6.0 Policy on the Remuneration ratios

- 6.1 Currently in this authority the ratio between the highest salary (£184,588) and the average median salary (£21,871) is 8.44:1. This demonstrates the authority's commitment to a fair approach to pay.

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

7.0 Approval of Salary Packages in Excess of £100k

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

8.0 Flexibility to Address Recruitment Issues for Vacant Posts

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

9.0 Amendments to the Policy

9.1 As the policy covers the period April 2016 – end of March 2017, amendments may need to be made to the policy throughout the relevant period. As the Localism Act 2011 requires that any amendments are approved by the Council by resolution, proposed amendments will be reported to the Cabinet Member for Finance and Resources for recommendation to the Council.

10.0 Policy for Future Years

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

Julie Toner
Director of Human Resources
January 2016

Annex A

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

Status	Post	Base Salary (£)	Other Payments
Head of Paid Service	Chief Executive	184,588	The Returning Officer's fee is based upon that payable at a national election and is variable dependent upon the type of election taking place. The Chief Executive will not be taking fees for local elections.
Statutory Chief Officers which in Sheffield City council are the posts of:	Executive Director CYP (Director of Children's Services under Children's Act)	119,984	
	Director of Adult Services under LASSA 1970	93,915	
	Director of Legal and Governance (Monitoring Officer)	81,267	Election duty fees are in accordance with normal authority procedures.
	Executive Director Resources (Chief Finance Officer under Sec 151 of LGA1972)	119,984	
	Director of Public Health	105,494	
Non Statutory Chief Officers (those who report to the Head of the Paid Service or a Statutory Officer) which in Sheffield City Council are the posts of:	Executive Director Communities	132,293	
	Executive Director Place	126,142	
	Director of Policy and Performance	81,267	
	Director of Sheffield First Partnership	82,740	

	Director of Children and Families (CYPF)	95,090	
	Director of Business Strategy CYPF	81,267	
	Director of Lifelong Learning and Skills (CYPF)	78,460	
	Children's Commissioner	75,650	
	Director of Human Resources (Resources)	82,740	
	Director of Commercial Services (Resources)	83,278	
	Director of Finance (Resources)	81,267	
	Director of Business Change and Information Solutions	85,363	
	Director of Customer Services (Resources)	69,853	
	Director of Transport and Facilities Management (Resources)	75,650	
Chief Officers (those who report to Non Statutory Chief Officers) which in Sheffield City Council are the posts of:	Director of Commissioning (Communities)	81,267	
	Director of Business Strategy and Safeguarding (Communities)	81,267	
	Director of Housing (Communities)	85,363	
	Director of Regeneration and Development Services (Place)	86,408	
	Director of Creative Sheffield (Place)	77,524	
	Director of Culture and Environment (Place)	82,740	
	Director of Business Strategy and Regulation (Place)	82,740	
	Director of Capital and Major Projects (Place)	91,628	
	Assistant Director of Legal & Governance (Deputy Monitoring Officer)	56,012 x 2 Directors in same post - only one of these acts as Deputy Monitoring Officer	

Chief Officer Grading Structure

Grade Desc	SCP	Salary
Grade 7	1	£55,335
	1.5	£56,012
	2	£56,689
	2.5	£57,365
	3	£58,041
	3.5	£58,715
	4	£59,390
Grade 6	1	£65,099
	1.5	£65,891
	2	£66,683
	2.5	£67,474
	3	£68,266
	3.5	£69,060
Grade 5	4	£69,853
	1	£74,714
	1.5	£75,650
	2	£76,587
	2.5	£77,524
Grade 4	3	£78,460
	1	£80,333
	1.5	£81,267
	2	£82,202
	2.5	£82,740
Grade 3	3	£83,278
	1	£85,363
	1.5	£86,408
	2	£87,452
	2.5	£88,496
	3	£89,540
Grade 2	3.5	£90,584
	4	£91,628
	1	£93,915
	1.5	£95,089
	2	£96,263
	2.5	£97,467
	3	£98,670
Grade 1	3.5	£99,904
	4	£101,137
	1	£105,495
	1.5	£106,735
	2	£107,976
	2.5	£109,360
	3	£110,744
	3.5	£112,075
Executive Director	4	£113,406
	4.5	£114,767
	5	£116,127
	1	£116,902
	1.5	£119,984
	2	£123,066
	2.5	£126,142
	3	£129,217
3.5	£132,293	
4	£135,368	
4.5	£138,442	
5	£141,516	

Sheffield City Council Equality Impact Assessment



Name of policy/proposal: 2016/17 Revenue Budget

Status of proposal: New **Name of person(s) writing EIA:** Adele Robinson

Date: 26/01/2016

Service: Finance

Portfolio: Resources

What are the brief aims of the Proposal?

The purpose of the Revenue Budget report is to:

- Approve the City Council's revenue budget for 2016/17, including the position on reserves and balances;
- Approve a 2016/17 Council Tax for the City Council; and
- Note the levies and precepts made on the City Council by other authorities.

Background

Section 149 of the Equality Act 2010, the Public Sector Equality Duty 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 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, which will involve looking at evidence, engaging with people, staff, service users and others and considering the effect of what we do on the whole community. One of the ways in which we do this as a Council is through conducting Equality Impact Assessments (EIAs).

The Council-wide EIA and the individual service EIAs on budget proposals that underpin it are focussed on the impact on the protected characteristics in 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), poverty and financial

exclusion, carers, armed forces and cohesion. We believe that this gives us a wider understanding than the statutory framework would without these additions.

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.

A commitment to tackling inequality, ensuring fairness and increasing social justice is at the heart of the Council's values. We have a new [Corporate Plan](#) for 2015-18 which has tackling inequalities as one of the 5 key priorities, we have supported the [Fairness Commission](#) and the resultant Fair City Campaign has produced a new [Tackling Poverty Strategy](#). The Commission report contained a set of Fairness Principles and these, as well as our new Corporate Plan and Tackling Poverty Strategy, have influenced our priorities and decision making across the Council.

The savings we are required to make this year amount to £50million, which is on top of £303 million of savings already made over the past 5 years. This means we are less able to protect front-line services than before. This is particularly relevant in the Communities Portfolio, where Adult Social Care was substantially protected in the first 3 years of cuts by having to make fewer savings than other areas. This means making significant reductions in spending at a time of increasing demand. Therefore Adult Social Care overall, including learning disability services, will be a challenging area for some time and we will have to make changes to the way we do things to ensure that services are as effective and efficient as they can. However protecting those in greatest need still remains one of our top priorities this year and is reflected in our Corporate Plan and budget consultation.

Although not within the scope of our budget proposals, it is important to highlight some other relevant factors which are impacting on people in the city. Research carried out by Beatty and Fothergill at Sheffield Hallam University has evaluated the cumulative impact of the welfare reforms on Sheffield, both at ward level and by household type, and found that the reforms are adding to the financial pressures facing some communities and are widening existing inequalities. They found that over £169m has been removed from the local economy as a result of these welfare reform changes. This equates to £460 per year per every working adult in the city. However, this reduction is not spread evenly, with some people seeing a much larger reduction and others seeing a smaller (or zero) reduction. These changes will be likely to impact on specific groups who already experience inequality such as people on a low income, disabled people and women. For example households with dependent children across the city will experience an average loss of £1,690 per year. This increases for lone parents to an average of just over £2,000 per year.

The State of Sheffield 2015 also highlights there is a growing inequality gap in the city which threatens cohesion and stability despite the many initiatives across the city to prevent or reduce inequality. This issue is considered in the proposals, as one of the strongest mitigations is prioritising those in greatest need.

These substantial reductions in funding mean that progress on work on tackling inequality is much more prioritised on those at risk or in need and focused on ensuring we do not slide backwards or

lose ground in tackling existing areas of inequality. However, it is inevitable when funding levels are cut year on year that there will be an impact on the services we deliver, including some of the work we do with people who are most vulnerable. As far as practically possible within the confines of a cumulatively reduced financial settlement, we have tried to minimise the impact on those in greatest need and most at risk. However, these are extremely challenging choices and difficult decisions have been proposed.

Impact analysis is started early in the process of considering service changes to ensure we 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 control of each reduction. The impact analysis process helps to shape proposals which do not make it forward into the budget as well as those that do.

We have tried as far as possible to target the savings through changes to the way we work, including regionally and with other partners, redesigning and restructuring our services and support teams, and restructuring our contracts, but it is inevitable that there will be some negative impact on service delivery for those in greatest need and on those who share protected characteristics under the Equality Act.

The size and pace of the financial challenge has meant that efficiency savings alone will 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 started in previous years and will continue - therefore the impacts on individuals and groups will be monitored to ensure that any potential negative impact is reduced as far as possible. EIAs are 'live' documents and will be subject to change, as proposals or evidence of impact changes.

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.

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

Consultation and evidence to support EIAs

Notwithstanding our legal responsibilities under the Equality Act, we believe that it is critically important that we understand how the difficult decisions taken by the Council impact on different groups and communities within the city, and that we take action to mitigate any negative impacts that might be highlighted.

Tackling inequality is crucial to increasing fairness and social cohesion, reducing health problems, improving wellbeing and helping people to have independence and control over their lives. It

underpins all that we do. The Fairness Commission findings and principles have guided the approach we have taken in developing these proposals such as:

- Those in greatest need should take priority.
- Those with the most resources should make the biggest contributions.
- The commitment to fairness must be a long-term one.
- The commitment to fairness must be city-wide.
- Prevention is better than cure.
- Be seen to act in a fair way as well as acting fairly.
- Civic responsibilities among residents contribute to the maximum of their abilities and ensuring all citizens have a voice.
- Open a continuous campaign for fairness in the city.
- Fairness must be a matter of balance between different groups, communities and generations.
- The city's commitment to fairness must be both demonstrated and monitored annually.

As part of the development of options for the 2016/17 budget, the Council ran a budget conversation between November and January that included a range of consultation activity with local people and partner organisations. This has helped us to ensure that the proposals that we are putting forward have been shaped by people who may be affected by them, and to ensure that they have had an opportunity to put forward other ideas for consideration.

In line with our values as an organisation, we have used consultation to inform people about our proposals, 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 two main strands this year:

- Two large corporate budget conversation events in the Town Hall, supplemented by additional activity, including a survey.
- Detailed consultation on particular topics and specific proposals, including meetings with VCF and Businesses.

Corporate Consultation

Budget priorities have also been heavily shaped by consultation activity undertaken over recent years that has consistently supported our approach based on the following guiding principles:

- operate efficiently as an organisation
- developing solutions for the longer term
- taking early action because we know prevention is better than cure
- focusing on people with the greatest need
- working with our communities to deliver services in a different way

This year public feedback reconfirmed widespread support for protecting services for the most vulnerable, particularly Adult and Children's Social Care. Other significant areas that people wanted the Council to concentrate on protecting now and in the future included Parks, Housing, Transport & Roads, Education, Employment, and Libraries.

These findings have been arrived at through both budget and non-budget related activity. This includes consultation that informed proposals in last year's budget, particularly where implementation is being phased over two years in areas such as assessments in Adult Social Care.

The first of this year's large budget conversation events in the Town Hall was held in November 2015 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.

The open event was attended by over 60 people from partner agencies, representatives of community groups and voluntary organisations, as well as members of the public. The second event, held in January 2015, gave us an opportunity to describe our budget proposals in more detail, and included breakout sessions led by each of the Cabinet Members to discuss some of the most significant proposals in their areas of responsibility. To supplement the public events, we also invited people to have their say via an online survey on the following areas:

- What services do you want the Council to concentrate on protecting now and in the future?
- Ideas or comments about how the financial pressure on services in Sheffield should be handled
- Impact of the changes the Council has had to make.

We also produced a short animated video (www.sheffield.gov.uk/budget) designed to broaden understanding of the budget challenge and our approach and we used this alongside social media, and a city-wide poster campaign to signpost people to the consultation and website.

The public events and the survey elicited an extensive range of comments which helped to inform our overall thinking on the budget. These included requests at the public events for further information and explanations, along with people's views on; the Government's approach to cuts; radically different approaches to setting budgets; use of Council reserves, flexibility over charging and contracts; and the impact of cuts on BME communities, disabled people and social housing tenants in the city.

The survey asked people how Sheffield Council should handle the pressure on services which elicited a range of views. Most frequent responses related to reducing management/admin costs and making further efficiencies, alongside reviewing contracts, more community run services, focussing on core services and the most vulnerable, and getting people into employment. Other suggestions included increasing Council Tax, lobbying government, increasing digital/automation, selling off assets, focussing on upstream prevention, more recycling, and encourage business/devolution. There were also comments around appreciation of the scale of the challenge, the need for care over choice of cuts, as well as some views that some of the cuts should have been done earlier.

We also asked people about how changes had impacted on them personally, on their neighbourhoods and on the city as a whole. 85% of people who have responded to the survey so far had seen an impact, though a small but significant proportion of people didn't feel they had felt any impact as a result of the cuts to the council's budget.

The most frequently mentioned area of impact from changes included waste collection, social care, libraries, public transport, and roads. Other frequently mentioned areas included litter and

street cleaning, lack of progress on city centre regeneration, youth services, parks, and physical activity/sports activities.

People also gave their views on the draft proposals presented by Members at the second public event. These comments, and the responses to them, will be made available on the Council's budget webpages. More detail on our approach to budget setting and the points raised by people during this consultation event is available on the Council's website at www.sheffield.gov.uk/budget

This information has been carefully considered by officers and Members in developing and refining the budget proposals.

Topic and service-based consultation

Alongside our corporate budget conversation, we have also consulted with people about proposals on particular themes or in specific areas, and will continue to do so. This consultation takes many forms, depending both on the nature of the proposal and which providers, service users and communities are likely to be affected. This has included, and will include, consultation with employees where we are proposing staffing reductions. We have in the past been able to protect spend, in relative terms, on areas like adult social care.

In Communities, although we continue to prioritise support to the most vulnerable and those at risk, the continued reductions in government funding and continuing demand pressures have meant that this is no longer possible as the reductions needed in other areas would be likely to lead to these services becoming unsustainable. We have therefore spent a great deal of time talking to service users and providers about our proposals in adult social care, as this represents a significant area of change from current service provision. For example, consultation on the Learning Disabilities Commissioning Strategy has taken place with service users, providers and stakeholders to establish principles and overarching commissioning intentions, in order to enable the development of future specific proposals. We are reviewing adult social care reablement so that the service can refocus specifically on reablement. Customer views and involvement will inform recommendations and next steps for the development of the service.

In Children's and Young Peoples' and Families' Services, significant initial consultation and discussion with young people and parents was done last year in relation to changes in Youth Services and our contract with Sheffield Futures. Meetings with Sheffield Futures are taking place to monitor feedback on the potential impact of contract savings.

Within Place, there will be continuing engagement with community organisations and other stakeholders in relation to the proposed redesign of Activity Sheffield, and changes within business strategy and regulation – particularly on the proposed approach to dealing with night noise problems in the city.

We have also consulted with representatives of the **Voluntary, Community and Faith sector (VCF)** and **Business** via the Business Advisory Panel, co-ordinated by Creative Sheffield. Issues and concerns raised in discussion with the VCF representatives includes the need for more/better collaboration and co-production of services/activities and the extent of goodwill in communities that needs tapping into; concerns about the council's commissioning and contracting processes; capacity & capability building funding from the council for small and medium sized organisations; VCF involvement in digital interface between public services and citizens and use of community

buildings; the potential for the idea of a Sheffield safety net of a better set of connections to replace the shrinking welfare state; prevention & early intervention and a more systematic approach to people who live in social and private rented housing and finding themselves in difficulties.

Aspects of the proposed budget and connections to the broader financial sustainability and business growth agendas were discussed with the Business Advisor Panel in October and December 2015. These included the removal of Revenue Support Grant, Business Rates Localisation and potential for self-financing. Concerns were highlighted around business growth, and the uncertainty created by 12 month cycles which limit the ability to plan with confidence. Key issues and concerns related to focussing on the growth agenda, the importance of the city centre and HS2 station, and self-determination, need for longer term financial clarity, social care capacity in the city, and education and skills being an issue for businesses attracted to the city.

Consultation on proposals will not stop once the budget has been agreed by Members. Further consultation with those affected individuals, groups, organisations and staff will take place throughout the year as decisions are implemented through the Council's usual governance processes.

All the results of consultation activity will be taken into account when making individual decisions on the proposals. In some cases this consultation activity is not yet complete and therefore firm proposals will be subject to further decision making in line with the Council's usual governance processes. More information about our approach to consulting on the various budget proposals can be found in individual service EIAs.

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](#), [State of Sheffield](#), & [Community Knowledge Profiles](#) show:

- Sheffield's population has grown above the national average and the City Region, rising from 513,000 in 2001, 552,698 at the time of the 2011 census and 563,700 by 2014. 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.
- 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%. The Pakistani community is the largest non-white ethnic group. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas with high proportions of BME people. These areas tend to correlate with areas of 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 to 20.4% by 2034, with the largest increase in the number of people aged over 85.
- The age group that has increased the most from 2001 to 2011 is 16–24 group; we now have 16.7% of our population in this group and a further 18.2% under 16. Factors most

influencing changing city profile being increasing university students and inward migration of households with young families.

- Sheffield has a geographical pattern of communities that experience differing levels of deprivation and affluence. Generally, the most deprived communities are concentrated in the north and east of the city whilst the most affluent are located in the south and west.
- We have high levels of financial exclusion in almost half of all Council wards, affecting approximately 218,743 people in 48% of wards. Rates of unemployment are highest among those with no or few qualifications and skills, those with caring responsibilities, lone parents, those from some ethnic minority groups, older workers and, in particular, young people
- Around 12 % of all households, 28% of over 60's and 24% of dependent children live in households reliant on Housing and/or Council Tax Support. We have 31,552 working age taxpayers who receive council tax support.
- Fuel poverty is slightly higher than the national average in Sheffield at 11% of households, thereby impacting 25,000. This rises to 30% of unemployed and 25% of lone parent households.
- However there is also increased polarisation of deprivation with over 25% of small areas now within the least deprived national category.
- While the pay gap between men and women has been reducing, there is still evidence that, in general, men are paid more than women; the gender gap in Sheffield is 17.5%. Also the unemployment picture shows gender differences, the male unemployment rate in 2014 was 6.4% (5.8% in GB), but for women this was 9% (5.4% GB total).
- 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.
- 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: 52.8% of Somali and 48.3% of Yemeni children in Sheffield are eligible for Free School Meals compared to 19.9% of all children in poverty in Sheffield¹ and 31.6 % of children with Special Educational Needs (SEN) in Sheffield are eligible for Free School Meals compared with 18.5% of all children in Sheffield.¹
- 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. This is the closest estimate of disabled people living in the city.
- Although the city is becoming healthier for most people, health inequalities across the city remain, and are in some cases widening, in particular older people, the young, some women, and some ethnic minority groups. People in the most deprived parts of the city still experience poorer health and die earlier than people living in the rest of the city.
- Life Expectancy in the city is 78.8 years for men and 82.4 years for women and there are greater numbers of women than men in the city, due to higher life expectancy for women.

¹ SCC, January School Census 2010

However the healthy life expectancy for women is declining and is now 5 years below the national average.

Impact Analysis

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Overall

Inevitably when funding is reducing year on year at the scale and pace that we are experiencing, there will be an impact on the front-line services we deliver, on those in greatest need and on some of the work we do with groups who share equality characteristic's under the Equality Act 2010. We have tried to minimise the impact on the most vulnerable as far as possible, however we have to make some really difficult choices. This year the savings and demand pressures that are required mean that we are less able to protect front-line services than before.

These substantial reductions in funding mean that progress on work on equality and fairness is much more focused on ensuring fairness and ensuring that we do not slide backwards and lose ground in tackling existing areas of inequality.

We have tried to minimise the impact on front-line services to customers as far as possible by finding more efficient ways to deliver services, including by reducing costs of management, offices, technology and other corporate services, however we have had to make some really difficult choices.

We are being guided in these choices by our values, commitment to fairness, tackling inequality, and by our priorities as outlined and supported by our consultation.

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

- Children, Young People and Families
- Place
- Resources
- Communities

There is also the small corporate services function 'Policy, Performance and Communications (PPC)'.

The approach adopted to balancing the 2015/16 budget, namely to require Portfolios to find 15% reductions in their net expenditure, did not identify sufficient amounts to balance the budget, requiring a number of corporate items to be identified to bridge the gap (for example savings from the early payment of pension contributions, reduction in the ITA Levy and additional specific grant income). These difficulties reflected that 2015/16 was the fifth year of the Government's austerity agenda, and so ways of reducing net budgets across the board are becoming harder to find.

Consequently for 2016/17 onwards we are proposing a change in approach. Portfolios are still required to absorb their pressures (so there may well still be a number of Portfolio-based savings schemes), however to achieve the corporate savings necessitated by the anticipated reduction in RSG from Central Government we will concentrate on a discrete number of key areas where we believe resources can be released.

In line with their longer term plans Portfolios have undertaken initial impact analysis on all budget proposals. Where the risk of disproportionate impact has been identified an in-depth impact assessment has been undertaken and mitigations sought. The impact analysis shapes proposals which do not make it forward into the budget proposals as well as those that do.

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Overview of Portfolios Areas

The Place Portfolio has completed Budget EIAs on savings totalling £9.5m identified for 2016/17. We have asked our partners Amey, Veolia and South Yorkshire Passenger Transport Executive (SYPTe) to identify and deliver potential savings on each contract.

The budget proposals are a mix of:

- New ways to deliver the services that support our Strategic Priorities, particularly in respect of Thriving Neighbourhoods & Communities and Strong Economy.
- Making sure that all of our services are operating as efficiently as possible.
- Reviewing existing charges and introducing new ways of generating income.
- Changing or reducing service standards and, as a last resort, stopping some activities altogether.
- Contract negotiations in order to reduce costs.

Some of the most significant savings are anticipated to come from our strategic partners Amey, Veolia and South Yorkshire Passenger Transport Executive (SYPTe). At present, work with Veolia to achieve savings on the waste contract remains in development. Any potential equalities impacts and mitigation will be identified further as the work progresses. Savings on the Streets Ahead contract will mainly be achieved from performance deductions, refinancing and some contractual changes with little impact on service provision or on staffing.

SYPTe are anticipated to put forward potential savings of 10%. The majority of these savings will be non-customer facing, through initiatives such as refinancing and efficiencies, although some of this saving will need to be achieved through proposals which if approved, will directly impact on customers. Any potential equality impacts of the proposals put forward including mitigation will be identified further as the work progresses.

A range of evidence including data and consultation has been used to identify if there are any differential impact proposals. The key areas are:

- SYPTe proposal to increase in child concessionary bus fares from 70p to 80p, which has potential implications for bus use by younger people. There is no clear link between bus fares and patronage and other factors are likely to have a significant influence on bus usage.
- There is a cumulative impact of year on year reduced subsidies on our charitable partners, Museums Sheffield, Sheffield International Venues and Industrial Museums. Although the services continue to be delivered, staffing will be at reduced levels. Any potential leisure or theatre price increases will be minimised for low income users via discount schemes.
- Place Public Health budget savings will have a low level impact on health inequalities especially for those people living in the more deprived areas of Sheffield and the most at risk and in need as this is where the work tends to be targeted. The savings also have the potential to impact on some of our Voluntary, Community and Faith partners due to reduced funding.
- Inflationary increases in fees and charges in Environmental and Regulatory Services and greater cost recovery for service provision may have greater impact on low income households. However, we will continue to deliver free and subsidised pest control services. In respect of

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night time noise, our Service Review will try to ensure protection for those on low income.

- The potential impact on the Voluntary, Community and Faith sector regarding a 15% reduction in revenue funding from Parks and Countryside; this funding has been protected for the previous three years and proportionally is being cut less than other areas within the service.
- The review of Activity Sheffield may impact on financial inclusion, BME groups and on health inequalities as they strategically target their service to those groups and demographic areas with the highest health inequalities. Additionally, the Service has a higher percentage of the BME community accessing its services than the overall BME population levels in Sheffield. When further information is available, detailed plans will need to be drawn up to determine impacts and possible mitigation.
- A broad range of potential impacts may result from the Portfolio Commercialisation activity. Examples may include (but not be limited to) reviewing charging models for service provision, changing or reviewing service standards and ceasing activity altogether. Until more specific proposals are drawn up however, the scope and nature of potential impact negative or positive cannot be fully analysed.

There are number of workforce related changes such as deletion of vacant posts and a number of voluntary staff reductions and changes. There is possibility of wider workforce impact through increased workload. The year on year reduction in workforce has had a positive impact on the workforce diversity profile. This has shown steady improvement for majority of characteristics. However, for 16/17 onwards this has been highlighted as a potential issue dependent on the impact of Commercialisation. As it may be necessary in some areas to use managing employee reduction processes to achieve non-voluntary staff reductions. This will continue to be monitored to manage any mitigation required.

The cumulative impacts in Place are related to socio economic issues, partners and staffing. Most of the budget savings have been implemented with no significant equalities impact due to, for example, ongoing subsidies mitigating any potential barriers to increased charging and more efficient ways of working. Key to this process was well planned quality consultation to inform the decisions and also gain the public and partner's input and understanding of the changes required.

Children Young People and Families have produced a total of 38 Equality Impact Assessments (EIA) across the Portfolio. As well as the pressures of budget cuts required through reductions to our grant CYPF are seeing significant and growing demands set alongside changes in legislation and policy which impact on the way in which we operate and the expectations children, young people and families have of us. These demands and changes in legislation mean a financial pressure of £5.6m across CYPF for 16/17.

The strategy to manage the potential impact of our budget proposals enables us to prioritise services that:

- Keep children, young people and families safe, healthy and strong and give every child a great start in life.
- Develop skills for life and work and encourage active, informed and engaged young people into further education, employment or training.

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- Support schools and children and young people's education in improving the quality of learning outcomes and attainment for all.
- Generate income from our traded services with schools in particular across School Meals and Information Communications and Technology support.

Within Lifelong Learning Skills and Communities, the proposed savings in youth services are part of the programme of reshaping and rationalisation designed to create a service better equipped to engage with vulnerable young people (14-24) and support them into further learning and work, deliver annual savings, attract external income and anticipate the end of the Sheffield Futures contract in 2017 with a view to creating a self-sustaining Youth Trust. Whilst significant, the youth service savings are part of a strategy over several budget rounds that have protected provision to those in the most need.

In addition, there are some small changes to post funding which will allow us to maintain service levels across the 14-19 service and within Opportunity Sheffield. There is also scope to increase income from traded services.

The changes to Public Health in 2016/17 include the first year of a 3 year contract reduction for Health Visiting and School Nursing through a service redesign as well as reductions to the Sexual Health Sheffield contract which will see a service remodeling.

The Children and Families proposals include:

- An integrated approach between Special Educational Need and Disabilities and Children with Disabilities Teams, with realignment of staffing and a new structure across teams to provide services for families.
- Creating an 18-25 Integrated Transitional Independent Living Provision working across Children's SEN, Children's Social Care and Adult Services.
- Integrating Early Years Advice and Support function into Best Start Teams.
- Transformed and joint funded multi agency early intervention Responding to and mitigating pressures on short break and respite.
- Investment in early intervention and prevention and screening teams which will lead to a reduction in total social care caseload across the city.

This should reduce pressures on placements, fostering and adoption, youth justice grants will be met, and enable continuation of provision.

There are also a number of workforce related changes, such as the deletion of vacant posts voluntary staff reductions and change that arise as a result of service redesign and integration (such as in Early Years Advice and Best Start). It will therefore be necessary to use managing employee reduction processes to achieve staff reductions. When changes take place we will assess the impact of these changes and take action to mitigate against any negative impacts including providing staff with support.

There will also be staffing impacts across providers where we are reducing grants or changing contracts, this will be managed by providers. However the transition towards the Living Wage will see some employees of our providers benefit from an increase in pay as a result.

The year on year reduction in workforce has, however, had a positive impact on the workforce diversity

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profile in CYPF as well as across the Council. These have shown steady improvements for the majority of characteristics in the census.

Overall, wherever possible, we have sought to minimise the impact that changes to young people's services will have on young people and their parents/carers. We recognise that some of the children, young people and their families will be using more than one of the services where there are proposed changes and they may be affected by this.

We recognise that there have been year on year cumulative reductions since 2010, for example to youth services.

These have been mitigated by focussing on those in greatest need of support or who are at risk, finding alternative sources of income. Usage data since the start of reductions in 2010/11 highlight an improved take up of youth provision with targeted groups.

Equally, other reductions for example those to the Sexual Health Service can affect multiple characteristics. Dialogue with the provider and the development of a provider led EIA is part of the mitigations.

Our transformational changes, for example with Best Start, will have a positive impact on outcomes for 0 to 5's and for those in the greatest need, which includes some BME groups, women and mitigates against negative impacts from other changes. Best Start is a multi-agency early intervention service jointly funded, commissioned and delivered with key partners including schools. This will result in better targeted support and will contribute towards improved outcomes for Sheffield's children, young people and their families in health, in attainment and in safeguarding.

In terms of work with the VCF sector, Sheffield Futures is the largest contractor of youth services. The reshaping of Youth Services, which started in 2012 has resulted in shared and more effective management as well as savings on overheads. The approach protects services to young people as much as possible and the majority of savings have been achieved through reductions in our contract.

We are now in the final phase of the 5 year programme to transform youth services and are moving towards the creation of a new model of integrated youth support by establishing an innovative, sustainable and independent Youth Trust. We will secure external funding and work with the Government to demonstrate how early intervention supports disadvantaged young people.

Also through Best Start there is the potential for greater involvement and a possible greater role in long term locality based delivery for locally based voluntary, community and faith sectors that are key partners delivering improved outcomes and who have local knowledge of the local area and can help reach the hardest to involve sections of the community.

Our management and staffing levels in both front line and support services have been reduced over the years as we have integrated functions and teams.

Overall the savings made have enabled high quality essential intervention and prevention services for the most vulnerable children and families to continue. Last year although we had difficult choices to

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make, our mitigations and monitoring of impact were effective. Wherever possible we have minimised the impact that the proposed changes on young people's services will have on young people and their parents/carers. We recognise that some of the children, young people and their families will be using more than one of the services where there are changes proposed and may therefore be affected by this. Some people will have received a changed or a reduced service as we focus on the most in need and at risk and wherever possible we have sought to mitigate this but this may have impacted on those families who are struggling financially although not in the most need.

There are completed EIAs which relate to **Public Health savings (approximately £3.2m)**. More detail on the use of our Public Health grant is given in the portfolio sections. There are EIAs for the Director of Public Health Office which mainly cover internal structures and have lower impact. Overall there will be a reduction in investment in this area to reflect Central Government cuts. We are reviewing how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This may mean that we will try to save on existing activities in order to reinvest in other areas which have been prioritised.

Some of the proposals involve more cost effective delivery and retendering of contracts, earlier intervention leading to prevention, or internal restructuring and staff reductions that will have fewer equality impacts. Some of the changes have the potential to impact negatively upon some people who share protected characteristics. However, two of the main areas will support are advice and information so the impact of the overall investment will be positive on the groups within the EIA.

In the Resources Portfolio there are EIA which cover all budget savings for 2016/17 which total £2.2m. There are EIAs pending Managing Employee Reduction (MER) processes across services such as Commercial Services, BCIS, HR and Transport services. EIAs on past MERs have all shown no disproportionate impacts on staff within the portfolio.

Over the last few years we have mitigated reductions by:

- Redesigning, restructuring and integrating services and teams to increase efficiency and effectiveness.
- Focusing on service support areas, resulting in staff reductions and reduced office costs. Only a limited number have had potential equality impacts on our customers.
- Taking steps to ensure we get the best value for money and quality in our contracts and commissioning.

In 16/17 there is a Customer Service proposal which covers the redesign of the services, implementation of changes to technology to deliver efficiencies and the implementation of customer experience strategy. There are potential positive impacts from this strategy on certain groups who prefer online services.

There are further proposed changes to the financial system, contracts and a continued reduction in office costs. These have no equality impacts.

There are other EIAs which do have customer impact such as Council Tax and its support schemes. We are proposing this year to continue to keep the same Council Tax Support (CTS) scheme. The CTS scheme continues to be based on the principles of the old CTB regulations and provides for the maximum financial support being made available to those with the greatest financial need. They protect some of the income of the disabled and of families whilst providing assistance to those people who move off benefits into paid employment.

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The Council recognises however that requiring all working age customers to pay a minimum of 23% of their Council Tax may cause financial hardship amongst some households. Therefore the Council is also proposing to increase the Council Tax Hardship Scheme (CTHS) in 2016/17 by 33% (200k) in order to continue to offer assistance to the most financially vulnerable households.

This year we are also proposing an increase in Council Tax by 33p per week on average. Again we are aware that any increase in Council Tax could have a negative impact on those households who are already struggling financially. However, the provision of Council Tax Support (CTS) backed up by the increase in the CTHS will try to ensure that such an impact is minimised.

This year we have also introduced a new social care precept as allowed by National Government of 2% covering part of the funding gap in this area specifically. The impacts will continue to be monitored through the EIA process and action plans developed to mitigate impacts where appropriate.

In the Communities Portfolio there are EIAs against the budget savings of £10.23m. Many of the services in this Portfolio, such as Adult Social Care and Public Health, are by definition providing services to vulnerable, disabled and older people. Savings in the Portfolio therefore have the potential to impact negatively upon those protected groups. However, where there is a risk of impact, full EIAs have been carried out and these will be updated regularly to inform the recommendations as part of the development and implementation of proposals. Over the last few years we have:

- Worked with local people and communities to change how many of our libraries are run.
- Taken steps to ensure we get the best value for money and quality in our contracts and commissioning.
- Reviewed Social Care support to make sure it meets eligible current needs, is fair, equitable and cost effective.
- Continued to invest in Grant Aid to the local voluntary sector, and minimise grant reductions across the sector wherever possible.

During 2016/17, we will continue to support a range of areas such as library services, Grant Aid to the local voluntary sector, Council Housing services, Housing Options and Advice, private sector housing standards, housing related support for vulnerable adults and adult social care.

Within Adult Social Care, we will continue to prioritise those people who need our support and fulfil our statutory obligations. Over recent years we've reviewed hundreds of social care packages. During 2016/17 we will complete reviews and reassessments in the Learning Disabilities Service to ensure customers have the right level of support in place, in order to help them maximise their independence and meet their needs, as well as being good value for money.

We will continue to take steps to ensure we get the best value for money and quality in our contracts in a number of areas. Key examples of this are the Learning Disabilities Commissioning Project and Public Health contracts.

The Learning Disabilities Commissioning Project continues to improve quality and choice for people with a learning disability, and to ensure best value by achieving efficiencies. This area of work sits underneath the overarching 2015-2018 Learning Disabilities Commissioning Strategy. It includes

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building up alternatives to current short breaks and day provision at more cost effective market rates and reviewing the high cost private sector placements. This work has been informed by consultation and customer involvement. Proposals relating to tendering and negotiating cost will ensure fairness and equality of funding, and that people will get the most from personal budgets. Although people want improvement in services, we know change (such as change of provider) can create anxiety. Even when change ultimately results in positive outcomes, it can initially be difficult for service users and their families, and therefore any transitional arrangements need to be managed carefully and sensitively. When mitigating actions have been put in place, the impact of the project should also lead to positive outcomes for people with a learning disability and their carer's.

We are planning a pilot within our Occupational Therapy Service to test out the potential for reducing double-handed care for some adult social care clients. This would explore the impact of prescribing equipment (e.g. hoists) in preference to utilising additional members of staff. Research so far suggests that the pilot should increase the independence, dignity and privacy of customers and carers (as well as leading to financial savings). However, customer feedback will inform the completion of the final EIA and the development of any plans to widen the approach with other customers after the pilot.

Public Health contracts in Communities will see a reduction in some areas, but the impact of this will be limited due to mitigations such as:

- Savings being based on current underuse of services meaning provision will be maintained at current levels (within the carers respite service) and,
- Savings being part of planned reductions in services that providers were aware of when contracts were let (service provision for people with drugs and alcohol misuse problems, which initially included set up costs for new services which is now not required).

We are reviewing adult social care reablement so that the service can specifically refocus on reablement. 92% of people using the service are aged 65 or over. In line with the Care Act, all customers with an eligible care need will have their care needs met, but not all customers will access the Short Term Intervention Team (STIT) service. Ensuring the existing charging policy is implemented will bring the approach in line with the adult social care Fairer Charging policy. A full EIA has been completed and will be updated regularly to inform options/recommendations regarding the remodelling of the service. Customer and stakeholder involvement and views will be central to this ongoing work. Key areas of review are:

- People are sometimes staying in the service longer than they need to due to delays with providers in the independent sector picking up their ongoing care. Some people are also referred into the service when they would actually not benefit from reablement but would be better placed going straight to receiving homecare from an independent sector provider. As well as leading to financial savings, dealing with these issues should lead to positives for people as it will reduce the number of different providers that they people are supported by which will lead to better continuity of care and less disruption and assessments.
- Current policy is to charge for those using the service over 6 weeks but in practice this doesn't happen. Customers who are assessed as not having to contribute towards the cost of their social care would not be affected and only customers who would pay for their care if they were with an independent sector provider will be charged. The charges will be set at the same rate as the independent sector rate. This will be implemented alongside a robust communication plan.

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There will be some staff reductions within Communities and we will work towards minimising the impact on direct provision, for example through more joint working (such as by following a multi-disciplinary team approaches where possible). There will be an impact on staff individually but appropriate HR guidance will followed, which will ensure that this should not have a disproportionate impact on any group already under represented within the staffing profile.

In Policy, Performance and Communications there are less than 100 staff overall and there are therefore limited EIAs. These are mainly internal restructures including public health, and changes to contracts and are not likely to have any customer impact.

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

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

Furthermore, we will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% in spite of Government funding cuts in these areas. We will also mitigate the impact of the 1.99% increase (33p) in Council Tax and an additional 2% Social Care precept to, by increasing the Council Tax Hardship Fund in 2016/17 by 33% (200k).

Overall, this year the proposals do have the potential to impact negatively in some areas and service. EIAs have sought to mitigate this, however there are also positive impacts which have been identified. Further details of the impacts are contained in individual service EIAs.

Our impact assessments identify and provide mitigations for any potential impacts in services for younger people, older people, disabled people, BME, women and men, religion and belief, sexual orientation, voluntary community and faith sector, cohesion and financial inclusion/ poverty (there is over representation within this last group of disabled people, carers, young people, some women and some BME communities). Further details of the impacts are contained in individual service EIAs which

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are listed at the end.

Multiple and cumulative Impacts

We have looked back at the cumulative impact of changes over the last few years to inform our decision making and found that service transformation, including staff reductions and joined up services, and prioritising those in most need have been the most effective way to mitigate the negative impact of budget reductions and increased cost pressures.

Disabled people, some women such as lone parents and women pensioners, carers, young people and some BME communities who tend to have a lower income and are more likely to be cumulatively impacted.

By definition, older people, disabled people, carers and women will be the most impacted by the changes in Adult Social Care, and Disabled people will also be affected by the changes in the Learning Disability Commissioning Strategy. Young people and parents will be impacted by changes in 'youth' 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 reduction in universal provision is likely to impact on those who are not in the greatest need, but households who are struggling financially and may find it difficult to pay for alternative provision. Areas where this is likely to cause an impact are youth provision, sport, leisure and culture and with disabled people and carers with changes to care and support.

We are continuing to work with partners to be more efficient and joined up such as with the NHS Clinical Commissioning Group by developing a single pooled budget for Health and Social Care. The changes came into effect in April 2015 and they are helping to mitigate both demand pressures and cumulative impact.

We are continuing to work across the region where appropriate to help save costs and to enable better joined up services.

There are year on year reduced subsidies on our charitable partners, however where charges increase, whether for leisure, cultural or other services, it has the potential to increase barriers to participation to individuals and families on a low income, therefore affecting the groups above.

A further impact across a range of proposals will be the transition from one provider to another, which may include moving from one location to another. These changes have the potential for significant impact on those individuals transitioning. We will take this into account in any changes, undertake risk assessments where necessary and provide support for users and carers.

There are again a number of changes to our strategic contract arrangements (e.g. waste management and highways). Our providers where relevant have undertaken consultation and evaluated impact and we have tried where possible to limit impact on front line services.

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 up to a further 400 posts in 2016/17. A

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significant number of workforce EIAs are ongoing and a Council wide Managing Employee Reductions (MER) EIA has been completed. Over the last few years changes to staffing has resulted in a positive impact on workforce diversity.

It is difficult to quantify the cumulative level of impact as mitigations have been highlighted in all EIAs and external factors, such as welfare reform, are also impacting negatively on some of the same groups. For example, disabled people, carers, young and older people and women.

Our online consultation has noted that 85% of people who have responded to the survey so far had seen an impact on the continued reductions, though a small but significant proportion of people didn't feel they had felt any impact of the changes.

The most frequently mentioned area of impact from changes included waste collection, social care, libraries, public transport, and roads. Other frequently mentioned areas included litter and street cleaning, lack of progress on city centre regeneration, youth services, parks, and physical activity/sports activities.

As a Council, we cannot invest or provide services in as many areas as we did before the reductions started 5 years ago. Services are targeting those who need support the most and those at risk but that does mean that there is reduced universal provision. This is reflected in the feedback in consultation. We are however remaining proactive in intervening earlier to save costs later such as Best Start and maintain our apprenticeship and employability schemes.

Age

Older People

In 2011 Sheffield had a higher proportion of its population aged 65 years or over (16.7 % or 85,700 people) than the other English Core Cities (the 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 Portfolios** impacts on age have been identified; however for older people the impacts are largely in **Communities**. There are currently approx. 8,000 people currently receiving social care support.

Within Adult Social Care, we will continue to prioritise keeping people who need our support safe and well and fulfilling our statutory obligations.

We are reviewing Adult Social Care reablement so that the service can refocus specifically on reablement. 92% of people using the service are aged 65 or over. In line with the Care Act, all customers with an eligible care need will have their care needs met but not all customers will access the SITT service. Ensuring the existing charging policy is implemented will bring the approach in line with the Adult Social Care Fairer Charging policy. A full EIA has been completed and will be updated regularly to inform options/recommendations regarding the remodelling of the service. Customer and stakeholder involvement and views will be central to this ongoing work.

The Better Care Fund partnership with the NHS CCG has continued to develop with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This

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should also lead to more effective and efficient services and lead to positive impacts for older people.

We are investing in Grant Aid to the local voluntary sector and as part of this we are continuing to support lunch clubs to reduce isolation of older people. We are also reviewing existing arrangements across the Council within the next year to ensure we are prioritising available support. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

In Place there may be some negative impacts on older people dependent on the savings identified through working with our partners Amey, Veolia and SYPTE but, wherever possible, we will try to mitigate this by reducing the impact on front-line services. For example where services are reducing we will continue to make sure the people who need our support the most can still access services.

CYPF, Resources and PPC. In Resources the changes to the Council Tax Support Scheme are likely to have a low impact in this area as regulations prescribe that current, and the vast majority of future claimants of a pensionable age are protected. This means that if they are eligible for support, the amount of support that they receive is based on 100% of their net Council Tax liability. Those who receive Pension Guarantee Tax Credit will currently have their full council tax charge covered by CTS, and this will still be the case if council tax increases.

Young People

The age group that has increased the most from 2001 to 2011 is the 16–24 group. We now have 16.7% of our population in this group and a further 18.2% of the city's population is under 16. 28% of BME residents are aged under 16.

Around 20% of people in Sheffield will live in relative poverty at any one time. In 2012 this included 23% of all Sheffield children and almost a third of all Sheffield children under 10.

In Children, Young People and Families Services many of the proposals and subsequent EIA's relate to internal changes or small employee reductions. The proposals with the main differential impact are summarised below:

- The reshaping of Youth Services, started in 2012, was to have shared and more effective management as well as savings on overheads such as buildings. The approach protects services to young people as much as possible and the majority of savings being proposed therefore have been achieved through reductions in our contract with Sheffield Futures. In 2016, we are in the final phase of a 5 year programme to transform youth services in Sheffield and are moving towards the creation of a new model of integrated youth support by establishing an innovative, sustainable and independent Youth Trust. We will secure external funding and work with Government to demonstrate how early intervention supports disadvantaged young people.
- There has, however, been a cumulative reduction in the universal offer to children and young people and this is likely to impact on young people and their families who have a lower income and would struggle to pay for additional activities/ services.
- The Early Years Best Start service redesign will improve outcomes for 0-5 and their families as a part of the approach of targeting services to those in greatest need in order to improve outcomes.

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- There will be increased trading 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.
- A number of proposals focus on the internal restructuring of teams which means reduced numbers of posts. We do not expect the changes to have an impact on service provision and details of these changes can be found in service EIAs.

In Resources and PPC, there are mainly none to low impacts, as most of the EIAs relate to internal restructuring. The main areas of customer impact are Council Tax and Customer Services. In relation to Council Tax, it is clear from the collection rates that under the CTS scheme some working age households have found (and will continue to find) it harder to meet their council tax liability than others.

In anticipation of this, the Council introduced a Council Tax Hardship Scheme (CTHS) to offer additional support to those in severe financial need. Analysis of the awards made under the CTHS scheme show that over 90% of awards have been made to working age taxpayers, the group most adversely affected by the introduction of CTS. However, analysis of awards made under the CTHS scheme show that less than 10% have been made to customers aged 18-25. We have increased the hardship fund significantly by 33% (£200k) to £800k in 2016/17.

The changes in Customer Services covers contact centre technology and the implementation of customer experience strategy, which in some cases will lead to positive impacts, such as better access to services online (the preferred contact method of younger people).

In Place there are potentially impacts dependent upon the savings identified through working with our partners Amey, Veolia and SYPTE. Although most impacts will be low, these will be identified in the individual EIAs on proposal. However in the SYPTE proposal there is an increase in child concessionary bus fares from 70p to 80p, which has potential implications for bus use by younger people and families with dependent children who are struggling financially.

In CYPF there will be a reduction in overall investment in the **Public Health Grant** due to National Government funding reductions. Therefore, there will be some services changes which may impact on young people, such as changes to sexual health. The Sheffield Integrated Sexual Health Service (ISHS) is commissioned by Public Health to deliver sexual health services for all ages, including under 16s, as well as Chlamydia Screening which targets the 16-25 age range. Young people are more at risk of poor sexual health due to increased exposure to risk taking behaviours. Dialogue and consultation with the provider and through the development of a provider led EIA is part of the mitigations.

Disability

There are over 103,000 adults with a long term limiting illness in Sheffield, equivalent to around 19% of the population, with 9% saying this limits their activity a lot. Service EIAs have identified a potential risk of negative impact on disabled people, both directly and indirectly, through impacts on people on a low income and noted mitigations to be put in place. Over a third of disabled people live in areas which are in the 10% of the most deprived areas in the country, which is 10% more than the average in Sheffield.

[See Community Knowledge Profile](#)

Across **all Portfolios**, impacts on disability have been identified however for disabled people the

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impacts are largely in the **Communities Portfolio**. Most users of Adult Social Care are disabled by virtue of the eligibility criteria for services. This means that some of the changes within Adult Social Care will have a larger impact upon disabled people. There are currently approximately 8,000 people currently receiving support, including 1,691 people with a learning disability. A lot of the same impacts that were identified for older people are also outlined below for disabled people due to the nature of the services.

Over recent years we have reviewed hundreds of social care packages. During 2016/17 we will be completing the reviews and reassessments that are overdue in the Learning Disabilities Service to ensure customers have the right level of support in place in order to help them maximise their independence, and achieve good value for money.

We will also continue to take steps to ensure we get the best value for money and quality in our contracts in a number of areas. Key examples of this are the Learning Disabilities Commissioning Project and Public Health contracts.

The Learning Disabilities Commissioning Project continues to improve quality and choice for people with a learning disability, and to ensure best value by achieving efficiencies. This area of work sits underneath the overarching 2015-2018 Learning Disabilities Commissioning Strategy. It includes building up alternatives to current short breaks and day provision at more cost effective market rates, and reviewing high cost private sector placements. This work has been informed by consultation and customer involvement. Proposals relating to tendering and negotiating cost will ensure fairness and equality of funding, and that people will get the most from personal budgets. Although people want improvement in services, we know that change (such as change of provider) can create anxiety, even when the change ultimately results in positive outcomes. It can initially be difficult for service users and their families, and therefore any transitional arrangements need to be managed carefully and sensitively. When mitigating actions have been put in place the impact of the project should lead to positive outcomes for people with a learning disability and their carer's.

Public Health contracts in Communities will see a reduction in some areas, but the impact of this will be limited on disability due to mitigations such as:

- Savings being based on current underuse of services meaning provision will be maintained at current levels (within the carers respite services).
- Savings being part of planned reductions in services that providers were aware of when contracts were let (e.g. service provision for people with drugs and alcohol misuse problems, which initially included set up costs for new services which is now not required).

We are reviewing adult social care reablement so that the service can refocus specifically on reablement. 92% of people using the service are aged 65 or over. In line with the Care Act, all customers with an eligible care need will have their care needs met but not all customers will access the STIT service. Ensuring the existing charging policy is implemented will bring the approach in line with the adult social care Fairer Charging policy. A full EIA has been completed and will be updated regularly to inform options/recommendations regarding the remodelling of the service. Customer and stakeholder involvement and views will be central to this ongoing work.

There are some proposals which were implemented following last years' budget, where the reductions did not fully take effect until this year. We have reviewed and updated EIAs from last year to make

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sure that we have implemented EIA action plans and identified what needs to happen next.

The Better Care Fund partnership with the NHS CCG will continue in 2016/17, with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This should also lead to more effective and efficient services which will lead to positive impacts for disabled people.

In Place there may be some negative impacts on disabled people dependent on the savings identified through working with our partners Amey, Veolia and SYPTTE but wherever possible we will try to mitigate by reducing our impact on front-line services and continuing to make reasonable adjustments in our provision for disabled customers, for example in kerb side collection and with concessionary travel for disabled people. Mitigations have been identified and put in place in individual service EIAs.

In Children, Young People and Families, it is recognised that although there are no specific reductions proposed for services for disabled children and young people, changes to the Integrated Sexual Health Service, specifically around reductions to clinics and outreach work, may reduce access for some disabled people.

There are no identified impacts on disabled children as a result of changes to youth services and there are positive impacts identified due to:

- The integrated offer approach between Special Educational Need and Disabilities and Children with Disabilities Teams, with realignment of staffing and a new structure across teams to provide services for families.
- Creating an 18-25 Integrated Transitional Independent Living Provision working across Children's SEN, Children's Social Care and Adult Services.
- Reviewing Early Years Advice and Support function into Best Start Teams.
- A transformed and joint funded multi agency early intervention; responding to and mitigating pressures on short breaks and respite.
- Protecting other areas of targeted support to children and young people and employment projects for example support to those young people Not in Education Employment or Training (NEET) and maintaining individual support for 16-24 year olds with learning difficulties and disabilities.

There are low impacts on disabled people in **Resources**. Most changes are internal restructures or relate to contracts, which will not impact on customers except for Council Tax.

Changes to Council Tax Support (CTS) schemes are likely to only have a low impact to disabled people as Council Tax regulations provide for exemptions or discounts to be applied in relation to the specific circumstances of certain disabled taxpayers. Pension age customers with a disability have not been adversely impacted by this change. Working age customers with a disability are affected as they have their CTS award based on 77% of their Council Tax Liability. The Council recognises that this may cause hardship for some customers in this group. There are in excess of 12,000 taxpayers with a disability who are in receipt of CTS which reduces the amount they have to pay, however, by continuing to closely align our CTS scheme with the principles of the revoked CTB scheme customers in receipt of disability benefits will continue to receive the highest possible level of CTS.

Equally, some disabled customers or households may have a higher net income than other groups and although the Council recognises that this income is intended to meet their wider needs, they may still

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be in a better position to meet their Council Tax Liability than customers on non - disability welfare benefits. To continue to offer the highest possible support to all disabled customers, the Council intends to continue to disregard this as income when calculating eligibility to CTS Attendance Allowance, Disability Living Allowance and War Disablement Pension.

In anticipation of the potential impact that the change to CTS may have on disabled taxpayers the Council introduced the Council Tax Hardship Scheme (CTHS) to offer additional support to those in severe financial need. Under the CTHS, support for disabled taxpayers and carers of disabled taxpayers is prioritised, and this group receives both higher levels of awards and gets awarded support for longer than other customers. In 2013/14 22% of all applicants to the CTHS had a disability. Disabled customers received on average 11% more in financial support than those who are not disabled, and they also received support for longer periods than those who were not disabled (with the average period of support being 42% longer). This year we are increasing the hardship fund by 33% (£200k) to mitigate any impacts.

Race

Sheffield is a diverse city and the ethnic profile continues to change, with the proportion of residents of working age classifying themselves as BME (Black and Minority Ethnic which includes all people who are non-white British) growing from 11% in 2001 to 19.2 % in 2011. BME adults make up 16% of the population and BME children make up 29% of the BME population as a whole. The largest group is Pakistani and the biggest proportional increases are occurring in the Arabic, East European, Indian and Chinese communities. Sheffield's BME population is increasingly dispersed across the city, although there remain geographical areas of the city with high proportions of BME people, these tend to correlate with areas of higher deprivation. See ['BME Community Knowledge Profiles'](#) for more details on this.

There were very few impact assessments which highlighted a direct medium/high impact on race. There are more indirect impacts identified; this is mainly in the areas of impacts on young people and people on low incomes. Mitigations have been identified and put in place in individual service EIAs.

In Children, Young People and Families the change to the Integrated Sexual Health Services may negatively impact on some ethnic groups who are at a higher risk of contracting sexually transmitted infections. This is partially due to cultural differences around sexual health and the often strongly resistant approach of some BME communities to engage with sexual health services or in encouraging young people to access contraception.

There has been an overall low or positive impact by prioritising services to those in greatest need and we will focus on:

- Changes proposed to youth provision will not impact negatively on BME groups who are a priority group due to targeting those who have disadvantaged social economic backgrounds.
- Best Start transformation will positively impact on pregnant women, mothers and parents in particular within some BME communities which have more disadvantaged backgrounds.
- Protecting targeted support to children and young people and employment projects for example support to those young people Not in Education Employment or Training (NEET), diverting young people from offending, maintaining specific individual support for BME groups, protecting apprenticeships and employment programme and external investment.

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The **Communities** portfolio is continuing to invest in Grant Aid to the local voluntary sector. It is proposed that all (apart from one) of the existing Voluntary Sector Grants Fund Funding agreements will be extended for a further 12 months up to 31st March 2017 (the one organisation that will receive less this year is a deduction to account for an advance payment last year). The funding will be targeted at those in greatest need of support. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

There is no evidence to suggest that BME people will be disproportionately negatively affected by the reductions in Adult Social Care.

In Place the review of Activity Sheffield may impact on BME groups as they strategically target their service to those groups and demographic areas with the highest health inequalities. Additionally, the Service has a higher percentage of the BME community accessing its services than the overall BME population levels in Sheffield. However they will continue to be prioritised as a result of health inequalities. Further information will be available in service EIAs.

In Resources, the proposal to increase Council Tax will affect all working age taxpayers, irrespective of race. BME communities are more likely to be working age taxpayers rather than of pension age. However, there is no evidence available which would suggest that taxpayers from differing ethnic backgrounds will be disproportionately affected by an increase.

It is, however, clear from analysing overall collection rates that some households from across the City have found (and will continue to find) it more difficult to meet their council tax liability. As the CTS caseload is representative of the City's differing racial make- up, it is reasonable to assume households from different ethnic backgrounds will form part of the overall group of CTS taxpayers who are struggling financially.

Our data shows that around 28% of the CTS caseload are from a BME background whilst around 17% of applications to the CTHS have been received from taxpayers from a BME background. In 2013/14, under the CTHS, 80% of applicants from a BME background were awarded assistance under the scheme, compared to 55% of customers from a White British background. The ongoing provision of the CTS scheme in its present format, allied to the ongoing provision of the significantly increased CTHS, should continue to offer similar levels of financial assistance to taxpayers from different ethnic backgrounds.

In anticipation of the potential impact that the change to CTS may have on taxpayers from differing ethnic backgrounds, the Council introduced a Council Tax Hardship Scheme (CTHS) which has been substantially increased this year to offer additional support to those taxpayers who are in severe financial need including those from differing ethnic backgrounds.

Religion/ Belief

According to the [Census 2011](#) the largest religion/belief held in the city is Christian 52.5 %, followed by no religion 31%, Muslim 7.7% and no religion stated 6.8% etc. Few service impact assessments have

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detailed any disproportionate impacts in this area.

In **Children, Young People and Families** the reduction to the Integrated Sexual Health Service contract highlights the difficulties of sexual health services engaging with some communities which may increase. Further monitoring of the impact is being undertaken as part of the EIA being developed in collaboration with the provider.

There are no identified impacts in **Resources, Place, Communities or PPC**.

Sex – including men, women, pregnancy and maternity

While the pay gap between men and women has been reducing, there is still evidence that, in general, men are paid more than women; the gender gap in Sheffield is 17.5%. Also the unemployment picture shows gender difference, the male unemployment rate in 2014 was 6.4% (5.8% in GB) but for women this was 9% (5.4% GB total). See '[Women's Community Knowledge Profile](#)' for more information on this.

Few impact assessments have noted clear direct disproportionate impacts on gender. However, as women have lower incomes overall, are a larger proportion of adult social care service users, carers and lone parents, there will therefore be an indirect impact from multiple proposals such as increasing in charging, changes in Adult Social Care and Council Tax. See the sections on older people and disability for the potential of indirect impact due to multiple disadvantages in Communities Portfolio.

The **Communities** portfolio is continuing to invest in Grant Aid to the local voluntary sector including lunch clubs. It is proposed that all (apart from one) of the existing Voluntary Sector Grants Fund Funding agreements will be extended for a further 12 months up to 31st March 2017 (the one organisation that will receive less this year is a deduction to account for an advance payment last year). As part of this we are continuing to support lunch clubs to reduce the isolation of older people. We are also reviewing existing arrangements across the Council in the next year to ensure we are prioritising support available. The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

In **Children, Young People and Families Portfolio** reductions to the Integrated Sexual Health Service contract may negatively impact on women who are more likely to access sexual health services. Treating and preventing sexually transmitted infections is critical in both sexes. Dialogue and consultation with the provider and through the development of a provider led EIA is part of the mitigations.

Our transformational changes, for example with Best Start, will have a positive impact on outcomes for 0 to 5's and those in the greatest need, which includes some BME groups, and women. Best Start is a multi-agency early intervention service jointly funded, commissioned and delivered with key partners including schools and the NHS. It will result in better targeted support and will contribute towards improved outcomes for Sheffield's children, young people and their families in health, in attainment and in safeguarding.

There are no identified direct impacts on gender in **Place or PPC** however **across Portfolios**, women are more likely to be unemployed and have lower incomes. Any changes impacting on people on a low income will more indirectly impact on women more such as increased charging.

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In **Resources**, the adoption of the Council Tax Support scheme and an increase in Council Tax does not suggest a greater or lesser impact on men or women directly.

However, it is recognised that lone parents in receipt of CTS, the majority of whom tend to be female are likely to be affected not just by the advent of CTS but by other welfare reforms. To mitigate this impact, lone parents can apply for assistance under the CTHS. Analysis of awards shows that over 50% of lone parents who seek assistance from the scheme are successful. Under the CTHS scheme lone parents regardless of gender, who are not classed by DWP as a jobseeker due to the age of their youngest child, are prioritised for assistance from the CTHS. Furthermore by maintaining the scheme in its present format the scheme will continue to include calculating entitlement to support the family premium, which the Government is removing from Housing Benefit. This will ensure we continue to offer the maximum possible support to families. The substantially increased Hardship Fund will help mitigate the increases to Council Tax and the Social Care Precept.

Sexual Orientation

The [Community Knowledge Profiles](#) note that approximately 5 to 7% of people identify nationally as LGB (lesbian, gay or bi-sexual), although we do not have more local information. We think though that Sheffield is likely to have a similar proportion of people who identify as LGB as the national average, so approximately 28, 000 to 38,000 people. This percentage is usually larger for younger people.

Few service impact assessments have identified impacts in this area except the **Children, Young People, and Families portfolio**.

The Sheffield Integrated Sexual Health Service has had ongoing reductions since 2013. It works across several protected characteristics particularly in age, race, religion/beliefs, maternity, sexual orientation, disability, and poverty. There has been mitigation since 2013, including reduced training, communications and rationalising the development of sexual health outreach work, all of which will impact on the access and delivery of services.

Within the Youth Service Budget savings, Lesbian, Gay and Bisexual young people are seen as a particular priority vulnerable group and therefore there are no planned reductions of current levels of support.

Overall across the **Council, in Place, Communities, Resources or PPC** we do not think there will be a negative disproportionate impact for LGB people, but information on our service users in this area is limited, although in the past year we have integrated appropriate monitoring into key areas like social care. Further monitoring will be undertaken as part of individual EIAs to assess this as relevant and appropriate.

Transgender

There are nationally approximately 0.6% of the population that are trans, and so we would expect there to be similar numbers in Sheffield, so 3,300 people. Few service impact assessments have detailed any disproportionate impacts in this area except in the **Children, Young People and Families Portfolio**. The reductions to Integrated Sexual Health Service (ISHS) may negatively impact support on transgender issues, as it is a non-core activity. Further monitoring of the impact is being undertaken.

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Within the Youth Service Budget savings, transgender young people are seen as a particular priority vulnerable group and therefore there are no planned reductions of current levels of support.

Overall across the **Council in Place, Communities, Resources or PPC** we do not think there will be negative disproportionate impact. However we do not have a sufficient amount of monitoring information about our service users in a lot of services so further monitoring will be undertaken as part of individual EIAs to assess this as relevant and appropriate.

Financial Exclusion, Poverty and Social Justice

Around 1 in 5 Sheffield people live in poverty at any one time and the latest data shows that there are around 25,705 children of all ages and almost a third of all children under ten in Sheffield currently living in poverty.

A far greater number of people will experience poverty over the course of ten years, potentially 40%. Despite efforts to reduce poverty, the proportion of people living in relative poverty is stable and reducing slightly, but at the same time the poor are getting poorer. Nationally, income for the bottom fifth of people in 2011/12 was 5% lower in real terms than it was ten years before. The face of poverty has also changed:

- Pensioners are now less likely to be in poverty than previously, but other groups are more likely to be in poverty. Poverty amongst pensioners is directly linked to their experience in earlier life.
- Nationally, poverty rates for disabled people have reversed, with poverty starting to increase.
- People from minority ethnic backgrounds are more likely to be poor.
- Care leavers, and carers (both young carers and adult carers) are at increased risk of poverty.
- Children in large or single parent families are at greater risk of poverty. Almost two thirds of children living in single parent families live in poverty.

There are geographic variations in poverty in Sheffield. 125,000 (22%) of Sheffield people live within areas ranked as the most deprived tenth nationally, and 47,000 (8%) live within the least deprived tenth nationally.

Across **all Portfolios** we have tried to minimise the impact as far as possible especially on those that are in greatest need or at risk, such as those that face financial exclusion and poverty and to ensure the budget proposals are in line with the [Fairness Commission Principles](#) and our priorities outlined in our [Corporate Plan](#).

We have considered the key drivers of poverty and its effects (short, medium, and long term). Our proposals therefore reflect the Councils intentions to tackle poverty and reduce inequality as outlined in the new [Tackling Poverty Strategy](#) 2015. The strategy notes 3 ways we will make an impact and these are areas we have prioritised in our budget proposals by:

- Changing the way we do things so that tackling poverty is always a priority.
- Taking action to make things better for children and adults who are struggling and in poverty now (including providing advice, reducing the cost of essentials and reducing crime).
- Tackling some of the root causes of poverty and giving our children the best chance of a poverty-free future (including improving skills and employability, increasing the supply of good quality jobs, giving children a great start in life and a good education, improving health and

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tackling health inequalities and providing more affordable, decent homes).

Although not within the scope of our budget proposals, it is important to highlight some other relevant factors which are impacting on people in the city. For example research carried out by Beatty and Fothergill at Sheffield Hallam University has evaluated the cumulative impact of the welfare reforms on Sheffield, both at ward level and by household type, and found that the 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. Households with dependent children across the city will experience an average loss of £1,690 per year. This increases for lone parents to an average of just over £2,000 per year.

The changes are affecting around one in seven people in the city and again the full extent of these changes have not yet been felt. Of the total of £169m a year that Sheffield is expected to lose when the reforms have come to full fruition, some £108m (approaching two-thirds) is a financial loss faced by households with dependent children. The financial loss in Sheffield arising from DLA and incapacity benefit reform is estimated to be £56m a year (a third of the total financial loss arising from welfare reform). It is estimated that around £75m a year of the financial loss arising from welfare reform might be expected to fall on in-work households. The financial loss to in-work households would therefore account for around 45 per cent of the total financial loss to Sheffield arising from the reforms

National Government has cut funding to Local Authorities over the last 5 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. As noted earlier, inevitably when funding is reducing year on year and on the large scale that we are experiencing, there will be an impact on the front-line services. The budget reductions, coupled with welfare reform and the impact of the recession, mean that preventing inequality from worsening or not widening is one of the main aims of the impact assessments.

In **Place** there is a cumulative impact of year on year reduced subsidies on our charitable partners, Museums Sheffield, Sheffield International Venues and Industrial Museums. Although the services continue to be delivered, staffing will be at reduced levels. Any potential leisure or theatre price increases will be minimised for low income users via discount schemes.

SYLTE are anticipated to put forward potential savings of 10%. The majority of these savings will be non-customer facing through initiatives such as refinancing and efficiencies. Although some of these savings will need to be achieved through proposals which if approved, will directly impact on customers, such as an increase in child concessionary bus fares from 70p to 80p. This potentially has implications for bus use by younger poorer people and those families with dependent children who are struggling financially.

Any further equalities impacts and mitigation will be identified as the work progresses. We have used a range of evidence such as data and consultation to identify potential differential impacts and these key areas are:

- Inflationary increase in fees and charges and greater cost recovery for service provision will continue to have more impact on low income households due to less disposable income to manage any additional costs.
- The review of Activity Sheffield may impact on financial inclusion, BME groups and on health

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inequalities as they strategically target their service to those groups and demographic areas with the highest health inequalities. When further information is available, detailed plans will need to be drawn up to determine impacts and possible mitigation.

- A broad range of potential impacts may result from the Portfolio Commercialisation activity. Examples may include (but not be limited to), reviewing charging models for service provision, changing or reviewing service standards and ceasing activity altogether.

In Children, Young People and Families, there are a number of proposals with an impact on financial inclusion and poverty including:

- Best Start's transformed multi-agency early intervention service which is jointly funded, commissioned and delivered with key partners including schools and the NHS, will result in better targeted support and will contribute towards improved outcomes in a range of areas for Sheffield's children, young people and their families.
- Within the proposed reduction to the Integrated Sexual Health Service, the impact between poor sexual health and health inequalities is highlighted.
- The transition towards the Living Wage will see some employees of our providers and the city benefit from an increase in pay to the living wage.
- We will continue to provide support to those young people Not in Education Employment or Training (NEET), diverting young people from offending, maintaining individual support for 16-24 year olds with learning difficulties and disabilities, supporting young people who are at risk of sexual exploitation, protecting apprenticeships and employment programmes.

In Resources we will continue to fund a Local Assistance Scheme and to have a Council Tax Support scheme at 23% despite Government cuts in these areas. However we will increase Council Tax by 1.99% (approx. 33p per week for most households) to enable us to continue to protect services to those who are in greatest need and at risk. The Council recognises, however, that requiring all working age customers to pay a minimum of 23% of their Council Tax may cause financial hardship amongst some households. Therefore the Council is also proposing to increase the Council Tax Hardship Scheme significantly by 33% (200k) in 2016/17 in order to continue to offer assistance to the most financially vulnerable households. There will also be an additional Social Care precept of 2% specifically used to fund the demand pressures in adult social care but again we recognise the impact on working age households.

Spending in **Public Health** is mainly integrated throughout the Portfolios, so more detail on the use of our Public Health grant is given in the specific EIAs. There are some EIAs for the Director of Public Health Office which mainly cover internal structures and have a lower impact. Overall there will be a negative impact which reflects National Government cuts in this grant. We are reviewing how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This may mean that we will save on some activities in order to reinvest in other areas which have been prioritised.

Some of the proposals involve more cost effective delivery and contract retendering, earlier intervention leading to prevention, or internal restructuring and staff reductions that will have fewer equality impacts. Some of the changes have the potential to impact negatively upon some people who share protected characteristics. However, there will be continued support for advice and information so impact of the overall investment will be positive on the groups within the EIA.

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The outcomes expected of the public health grant will continue to be assessed under the Public Health Outcomes Framework (PHOF), and broadly fall into the following categories:

- Significantly improving the health and wellbeing of the local population.
- Carrying out health protection functions delegated from the Secretary of State.
- Reducing health inequalities across the life course, including within hard to reach groups.
- Ensuring the provision of population healthcare advice.

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

Carers

According to the [Carers Community Profile](#) and 2011 Census there are 57,373 residents who provide unpaid care, including 4,559 young people under age 25 and 58% of carers are women. Few impact assessments have noted clear direct negative impacts on carers however as carers overall have lower incomes and, by definition, care for a large proportion of adult social care service users, there will be an indirect impact from multiple proposals. See the sections on older people and disability for potential of indirect impact due to multiple disadvantages in **Communities Portfolio**.

The carers respite service (a contract funded in Communities/with Public Health) will see a reduction but the impact of this will be limited as savings are based on current underuse of the service meaning provision will be maintained at current levels.

During 2016/17 we will be completing the reviews and reassessments that are required in the Learning Disabilities Service to ensure customers have the right level of support in place in order to help them maximise their independence and meet eligible unmet needs, as well as being good value for money. Reviews and reassessments have the potential to impact on carers directly and indirectly.

The Learning Disabilities Commissioning Project continues to improve quality and choice for people with a learning disability, and to ensure best value and achieve efficiencies. This area of work sits underneath the overarching 2015-2018 Learning Disabilities Commissioning Strategy. This includes building up alternatives to current short breaks and day provision at more cost effective market rates and reviewing of high cost private sector placements. This work has been informed by consultation and customer involvement. Proposals relating to tendering and negotiating contracts will ensure fairness and equality of funding and that people will get the most from personal budgets. Although people want improvement in services, we know change (such as change of provider) can create anxiety even when change ultimately results in positive outcomes. It can initially be difficult for service users, carers and their families, and therefore any transitional arrangements need to be managed carefully and sensitively. When mitigating actions have been put in place, the impact of the project should lead to positive outcomes for people with a learning disability and their carer's.

The Better Care Fund partnership with the NHS CCG will continue in 2016/17, with the aim to deliver better joint commissioning, to ensure people get the right care when and where they need it. This should also lead to more effective and efficient services which will lead to positive impacts for disabled people and their carer's.

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In **Children, Young People and Families**, with Best Start Carers of disabled people who are pregnant, mothers or parents will benefit from locality based services.

Voluntary and Community Sector

When considering the impact on the VCS the importance of 'social value' is recognised by the 'Best Value' guidance², which was published by the Government in September 2011. This states that authorities have a duty³ to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. The Public Services (Social Value) Act⁴ requires us to take social value into consideration when we commission services. In order to do this effectively we will continue to monitor the impact of changes over the next year on service changes as well as the knock on effects of reductions on other providers, and continue detailed consultation with customers and other stakeholders as specific activities are implemented.

The **Communities** portfolio is continuing to invest in Grant Aid to the local voluntary sector. It is proposed that all (apart from one) of the existing Voluntary Sector Grants Fund Funding agreements will be extended for a further 12 months up to 31st March 2017 (the one organisation that will receive less this year is a deduction to account for an advance payment last year). The main beneficiaries of grant funded services are BME people, older people, women and people on a low income.

In **Children, Young People and Families**, Sheffield Futures is the largest contractor of youth services. In 2016, we are in the final phase of a 5 year programme to transform youth services in Sheffield and are moving towards the creation of a new model of integrated youth support by establishing an innovative sustainable and independent Youth Trust. We will secure external funding and work with government to demonstrate how early intervention supports disadvantaged young people.

Through Best Start, there is the potential for greater involvement and a possible greater role in long term locality based delivery for locally based voluntary, community and faith sectors who are key partners delivering improved outcomes and who have local knowledge of the local area and can help reach the hardest to reach sections of the community.

In **Public Health**, National Government reductions have meant an in year cut to our budget, however we are continuing to address the root causes of ill health by supporting community groups that help people improve their health and wellbeing, These contracts are being reviewed to ensure value for money and this may result in reduced contract values for some organisations.

It is possible that the combination of cumulative budget reductions over the last few years may have the unintended effect of destabilising some organisations that the Council and communities value. We are however working to mitigate this including no reduction to Grant Aid this year. Therefore this

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

³ 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> ,

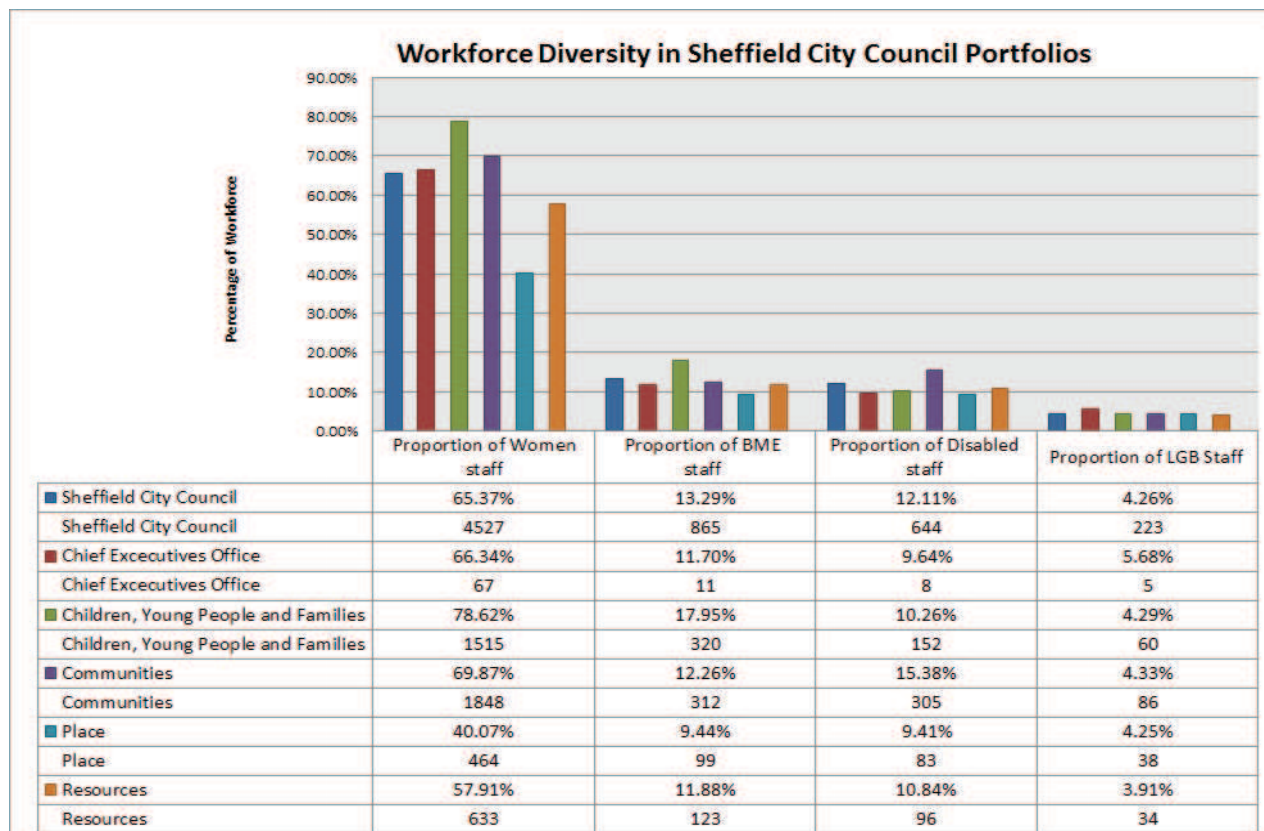
⁴ <http://www.legislation.gov.uk/ukpga/2012/3>

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impact in this area will be low this year and not disproportionate.

Council staffing implications, including workforce diversity

Workforce diversity summary in Sheffield City Council 2015 by Portfolio



In all of the Portfolio areas many of the budget proposals involve staff efficiency savings including service restructuring, and a reduction in management costs by deleting vacancies and reviewing our use of agency staff. In all cases we seek to manage employee reductions through voluntary early retirement and severance in the first instance. We have, across the Council, reduced management costs and minimised redundancies by supporting staff who are vulnerable to redundancy to find alternative employment, and we have taken measures to reduce the impact on front-line staff where possible and appropriate. We have also looked at other opportunities to reduce staffing costs, for example by developing a strategy to manage sickness absence in a more effective way. Unfortunately there may still also be compulsory redundancies in some areas, although this was limited to fewer than 40 last year.

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 and to extend this to our contracted providers where possible.

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

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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 Children and Young People and Families workforces and a high percentage of men in the Place portfolio.
- Under-representation of disabled, BME and lesbian, gay, bisexual (LGB) people in the workforce and especially for women, disabled and BME staff at senior levels.

Given the amount of internal restructuring as a result of the budget proposals, other drivers and possible staff reductions of up to a further 400 posts in 2016/17, a significant number of workforce EIAs within Portfolios have been done and a Council wide Managing Employee Reductions (MER) EIA has been completed.

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.

We will continue to work within our current policies and procedures which promote workforce diversity to reflect the demographics of the city. We are also working with managers, staff and trade unions to ensure the workforce is viable and appropriate to the council's future operating and service needs with a balance of skills and experience. Workforce related Impact Assessments are periodically updated and have for example been undertaken as part of MERs including Voluntary Early Retirement (VER) and Voluntary Severance (VS), and the Pay Strategy.

Headline Features

- There are over 100 EIAs on proposals and the groups most likely to be impacted negatively by individual proposals and cumulatively are disabled people, young and older people, women and individuals and families on a low income.
- Many services are continuing to comprehensively restructure services and teams and as a result we have saved money on offices and technology. Staffing levels across the council have also reduced. Last year the majority of changes were managed through voluntary severance schemes. In 2016/17 we will be reducing the workforce by approximately 400 further posts. Monitoring from the past year indicates that there has been no disproportionate negative impact on workforce diversity and only 40 staff were made compulsory redundant. See workforce implications section above.
- Services are continuing to increase charges where appropriate to ensure full cost recovery and to continue with the work to apply costs fairly through our Fairer Contributions Policy. However, increasing changes will impact more heavily on households on fixed or lower incomes.
- National Government have permitted local authorities to raise additional money via a Social Care Precept to pay for the increased costs of Adult Social Care. It is the intention to set the precept at the 2% allowed. This will help us protect those who most need our support, especially older and disabled people.
- We will continue to fund a Local Assistance Scheme and to have a Council Tax Support Scheme

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at 23% despite Government cuts in these areas. However we will increase Council Tax for the second time in 5 years by 1.99%. We will mitigate the impact of this by increasing the Council Tax Hardship Fund significantly (by 33%) in 2016/17.

- Public Health spending is integrated throughout the Portfolios. Overall there has been a cut in funding from National Government so our investment in this area has reduced. We are reviewing staffing and how and where the funding is spent to ensure that it is targeted to tackle the root causes of ill health and to have the maximum impact on reducing inequalities. This means that we will save on existing activities including reducing contract and staffing costs and encouraging efficiencies in order to reinvest in other areas.
- Last year saw the start of the new Better Care Fund between the Council and the NHS Clinical Commissioning Group (CCG) to create a combined budget in Adult Social Care to develop joined up services. This approach aims to ensure people get the right care when and where they need it, but it will also create efficiencies in processes. It focuses on supporting people at home where possible to help increase independence and to delay access to Health and Social Care services. The Council currently receives £12.4m of funding via the NHS to meet the costs of providing adult social care. In addition, with effect from April 2015 the Council has pooled its adult social care budget with that of the local CCG.
- We have a new Learning Disability Commissioning strategy; the project's objectives are to improve outcomes for people with a learning disability, to ensure best value and to achieve savings. As part of this work we are completing all the reviews in the Service to ensure customers have the right level of support in place, in order to help them maximise their independence, as well as being good value for money.
- When considering the impact on the VCS, the importance of 'social value' is recognised by the 'Best Value' guidance⁵, which was published by the Government in 2011. This states that authorities have a duty⁶ to consider the impact of budget reductions on VCF or other organisations that have a 'social value'. The Public Services (Social Value) Act⁷ 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.
- We are continuing to invest in the Voluntary and Community Sector including through Grant Aid and Public Health albeit at reduced levels within Public Health. We will also review existing arrangements across the Council in the next year to ensure we are prioritising support available.
- We are continuing to target resources at those who most need our support and are at risk, help people to become more independent, where possible intervene earlier and do more preventative work, get even better value for money from the services we purchase and pursue innovative approaches in service commissioning and design. This relates to both internal and external services.
- We are continuing to develop our approach to commercialisation, including pursuing external funding where possible to help invest in innovative services such as setting up the new

⁵ <https://www.gov.uk/government/publications/best-value-statutory-guidance--4>

⁶ 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>

⁷ <http://www.legislation.gov.uk/ukpga/2012/3>

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independent Youth Trust and continuing to develop employment schemes especially aimed at young and disabled people.

- We are continuing with restructures of Council services and are both internalising and externalising services where appropriate.
- We are continuing to get value for money from our contracts. This is with our major strategic providers but also across Portfolios such as with our advertising contract, housing commissioning, learning disability services and youth services.
- We are continuing to work regionally where appropriate to save costs but also to enable better joined up services.

The Impact Assessment also highlights some positive implications of budget proposals. Examples include improving the process of assessment and supporting planning for existing and future social care customers whilst ensuring choice and control over support to meet their eligible needs, and reshaping transport to provide services which promote independence. The Best Start, Better Care Fund and new Youth Trust partnerships in CYPF and Communities portfolios should continue to develop and will mean better targeted and joined up pathways and services. Also, as we restructure services there should be clearer and more efficient ways to contact services.

Although we are confident that our budget proposals will mean services for those that most need our help and support will be prioritised, it will mean cumulatively significantly reduced universal provision such as in areas like youth services, leisure, culture and sport. This reduced universal offer may impact especially on those households not in the greatest need, but who are still struggling financially and not able to pay for alternatives. Growing inequality is likely to therefore impact on stability and cohesion, this will need further monitoring.

Managing Impact: Mitigation

Our overall approach as noted above is to protect services for those in greatest need and at risk, develop preventive solutions for the longer term, and to change how we manage and deliver services to make savings. This includes working with communities, business and government to do things differently. This will have an impact on what the Council can continue to deliver and especially the universal offer.

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

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

- All proposals have been assessed in line with the Fairness Commission Principles and to take into account the new 2015 Tackling Poverty Strategy.
- Paying a living wage to our staff and encouraging partners and those we contract with to do the same as well as encouraging employers to sign the Fair Employer Charter.
- Working with external providers to achieve savings in our large contracts and to achieve this as much as possible through non front line service functions.
- Working with partners to encourage the private sector to support activities and events and

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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 and expanding where possible as a result of our City Deal with successful schemes from last year that impacted positively, such as the apprenticeship schemes and employment programmes.
- Investing in prevention and delivering targeted support for those most vulnerable or at risk such as in our Best Start programmes.
- Following the library review and continuing to invest in local community groups to maintain non- council run libraries.
- Continuing to encourage people to be independent, safe and well in both children and adult social care, such as through direct payments.
- Reviewing care and support arrangements and re tendering services where applicable to ensure fair contributions and value for money.
- Working in partnership with the NHS Clinical Commissioning Group to develop a single pooled budget for health and social care under the Better Care Fund to provide more efficient and joined up services.
- Restructuring management and services to increase efficiencies and create simpler routes of public access. For example in Customer Services, Youth Services, Early Years Advice and Best Start teams, Special Educational Need and Disabilities and Children with Disabilities Teams, and the creation an 18-25 Integrated Transitional Independent Living Provision working across Children's SEN, Children's Social Care and Adult Services.
- Continued regionalisation of services where appropriate.
- Continuing to invest in Public Health but making the significant reductions in line with central governments cuts. We will shift the focus to address the root causes of ill health to help reduce health inequalities and get better value from contracts.
- Continuing to invest in the Voluntary and Community Sector through Grant Aid across the Council.
- Working closely with the Police and Crime Commissioner so we spend our budgets on community safety in a coordinated way to have the most impact.

Inevitably when funding is reducing year on year, and on the large scale that we are experiencing, there will be an impact on the front-line services. The budget reductions coupled with welfare reform and the impact of the recession mean that preventing things from worsening is one of the main aims of the impact assessments.

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.

EIA Action plan		
Area of impact	Action and mitigation	Lead, timescale and how it will be monitored/reviewed
Overall and for specific issues relating to communities sharing characteristics under the Equality Act 2010	<p>Individual proposals have had detailed EIAs and specific mitigation has been devised wherever possible. These will contain the detail of the actions required be monitored as appropriate.</p> <p>In some cases as proposals are developed further and implemented alongside consultation, some impact assessments will be revisited or updated.</p> <p>Continued focus on applying corporate priorities, the Fairness Commission Principles and the Equality and Fairness Objectives</p> <p>Randomly sample 10% of EIAs in the year across portfolios to assess progress and effectiveness</p>	<p>Service Managers within Portfolios as noted in EIAs</p> <p>Performance monitoring within Portfolios - Directors of Business Strategy</p> <p>Strategic Equality and Inclusion Board to examine in more detail the cumulative impact of the budget cuts made on Sheffield over the last 5 years.</p>
Poverty and financial exclusion	<p>Analyse, assess and monitor</p> <ul style="list-style-type: none"> • The impact and effectiveness of the Fairness Principles, and poverty proofing as part of the EIA budget process. • The impact of the reduction in universal provision especially in culture, leisure, sport and young people. • The use and impact of the Council Tax Hardship Fund 	The Tackling Poverty Senior Officer Group to develop further monitoring and analysis arrangements within the year which seek to assess the issues highlighted
Workforce	The corporate workforce EIAs will be monitored annually	Director of HR, annually at the Strategic Equality and Inclusion Board

Approved (Lead Officer): John Mothersole: February 5th 2016

Approved (EIA Lead Officer): Adele Robinson: February 5th 2016

FULL EQUALITY IMPACT LIST BUDGET 2016/17

EIA ID No	Portfolio	Budget Line Ref	Equality Impact Assessment Title
820	Communities	4GM4F1	Public Health funding for Sheffield Advice
634	Communities	4P14B1	LD Commissioning Project
836	Communities	4P14B3	Adult Social Care Reviews and Assessments – EIA update for 2016/17
514	Communities	4P24B4	Occupational Therapy Service
685	Communities	4P34B1	Discharge Management (Discharge / STIT planning project)
824	Communities	4P54B1	Maximising Income Options - ASC
637	Communities	4Q14B2 & 4Q14F1-2	Review Spend Housing Welfare
818	Communities	4Q54F1	PH VCF Small Contracts (Carers Respite - sitting service)
526	Communities	6AT4F1 & 6AT4F6	Opiate and non-opiate contracts (consolidation of drugs treatment contracts) & alcohol strategy and further investment (from DACT drugs and alcohol procurement 2014)
822	Communities	6AT4F2 & 6AT4F3	Reduction of DACT infrastructure and DACT projects
823	Communities	6AT4F6 & 6AT4F4	Drug Intervention Prog (DIP) Addiction contract
840	Communities	6AD4F1	Communities PH Staff
841	Communities	6AD4F2	Communities PH Supplies and Services
842	Communities	6AW4F1	PH Private Sector Housing
636	Communities	4Q14B1	Housing Partnership Financing Debt
267	CYPF	6AB4F1	To reduce the financial value of the contract for delivery of the Sheffield Integrated Sexual Health Service (ISHS) by 15%
602	CYPF	3IA4B1	Fostering Inflationary Pressures
603	CYPF	3IA4B2	Additional Demand on Placements
609	CYPF	3I54B3	Youth Justice Grant Reduction
611	CYPF	3F34B2	Full Year Equivalent of MER (Uptake of Primary Meals)
613	CYPF	3AF4B2	Loss of EFA Funding to training units
615	CYPF	3C14B1	14-19 Service
616	CYPF	3AF4B1	Opportunity Sheffield Re-organisation

617	CYPF	3AN4B1	Review of Performance and Analysis Service (PAS)
618	CYPF	3AQ4B1	Loss of funding transferred to academies- Education Service Grant (ESG)
619	CYPF	3AH4B1 & 3C54B1 & 3F34B1	Reductions in running costs
631	CYPF	3J44B1	Developing the skills for life and work: Youth Service
632	CYPF	3AE4B1	Developing the Skills for Life and Work: Skills Hub
656	CYPF	3I54B2	Adoption Reform Grant Cessation
658	CYPF	3I24B1	Direct Payments and Short Breaks increasing demand
674	CYPF	3I14B1	Field social work requirement
675	CYPF	3IA4B3	National Minimum Wage Transition
676	CYPF	3AP4B3	Best Start Strategy
677	CYPF	3I54B1	Transition to Independent Living
680	CYPF	3AP4B1 & 3AP4B2	Strengthening Families
6710	CYPF	3I14B4	Reorganisation of Transition and Children with Disabilities Services
738	CYPF	3I64B1	Safeguarding running costs and management reviews
811	CYPF	3AE4F1	Savings in ESA Pathway
812	CYPF	6AB4F2 & 6AB4F3 & 6AB4F4	Healthy Child Programme 0-19 years (Health Visiting, Family Nurse Partnership & School Nursing)
839	CYPF	6AB4F5	Public Health Staffing
810	Director Public Health	5P03F1	NHS Health check programme, reduction in budget
527	Director Public Health	5P03F3	Infection prevention and Control
160	Place	2B03B1 & 2B03B4	Review various funds allocated to Streets Ahead Contract
337	Place	2B03B4 & 2B03B12 & 2B03B7	Road Safety - crossing patrols
354	Place	2B03B6	Peripheral Parking Zone fees
361	Place	2B03B1 & 2B03B4	Streets Ahead - identify levers to release contract savings
362	Place	2B03B5	Transport/ITA levy - identify levers to release levy savings
670	Place	2W03B5	Review of Activity Sheffield Significant Reduction/Closure
671	Place	2TA3B1	Utilities savings
678	Place	2B03B11	Cheaper Streets Ahead contract - Refinancing

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694	Place	2B03B12	Blue Badge Scheme Fraud Enforcement
743	Place	2C03B9	Place Recovery Plan - BSR - Deletion of 3 vacant posts ERS
744	Place	2C03B12	Place Recovery Plan - BSR (Business Strategy Team vacant posts)
745	Place	2TA3B4	Place Recovery Plan - C&MP (Property & Commercial Estate)
746	Place	2TA3B3	Place Recovery Plan - C&MP (CDS supplies, services and staffing (MER 235))
747	Place	2TA3B6	Place Recovery Plan - C&MP (4 posts VER/VS)
748	Place	2TA3B2	Place Recovery Plan - C&MP (Sustained reduction cost of Carbon Reduction Tax)
749	Place	2TA3B5	Place Recovery Plan - C&MP (Sheffield Retail Quarter)
750	Place	2W03B9-	Bereavement Services - Review of Fees and Charges
751	Place	2C03B11	Place Recovery Plan - BSR (Kennel reduced opening hours)
752	Place	2W03B16	Increased income from car parking charges and concessions / traders
753	Place	2C03B10	Place Recovery Plan - BSR (inflationary increase on fees and charges)
754	Place	2C03B8	Place Recovery Plan - BSR (Review and reduction of discretionary spend)
756	Place	2W03B10	Reduction in Sports Facility Costs
757	Place	4M03B3	Place Recovery Plan - Creative Sheffield (new operating model and increased income)
758	Place	2C03B13	Place Recovery Plan - BSR (8 posts through VER/VS)
759	Place	1R24B3	Place Recovery Plan - Marketing Sheffield (1 post VER/VS)
762	Place	2W03B18	Sustained Reduction in Admin Costs
763	Place	2B03B31	10% cut in South Yorkshire Archaeological Service.
766	Place	2B03B34	Additional planning application fee income
769	Place	2B03B36	Place Recovery Plan - RDS (Savings in Building Control)
770	Place	2B03B15	Change how Commercial Services work on the Streets Ahead Programme
771	Place	2B03B2	Place Recovery Plan - RDS (Replace old analogue systems with wi fi)
774	Place	2B03B17	Commercialise Highway Assets
775	Place	2B03B16	Cut discretionary spend budgets further
776	Place	2B03B27	Delete Principal Planning Officer post (Local Plan lead) in FAP.
777	Place	2B03B21	Place Recovery Plan - RDS (Lighting standards)
778	Place	2B03B26	Forward and Area Planning Post Changes
779	Place	2B03B18	Place Recovery Plan - RDS (Increase HMD charges on Capital schemes from 2.5% to 5.0%)

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780	Place	2B03B19	Place Recovery Plan - RDS (Highways Development Control - reduce support to Development Management on planning applications/ increased income on Section 278, Section 38 and vehicle crossing applications)
781	Place	2B03B37	Place Recovery Plan - RDS (Highway Network Management – sustained improvement in income)
782	Place	2W03F2	End Air Quality, East End Quality of Life contract
783	Place	2W03F3	End Tobacco, Kenyon Fraser Communications contract
784	Place	2W03F4	End Tobacco, Unique Improvements contract
785	Place	2W03F5	End Physical Activity - Movemore Officer contract
786	Place	2W03F6	Reduce Weight Management - Henry contract (0-4)
787	Place	1R24B2	Place Recovery Plan - Marketing Sheffield (Reduction in expenditure on Marketing Projects / Events)
789	Place	2W03B15	Place Recovery Plan - 15% Reduction in Service Level Payments/Funding
790	Place	2B03B1	Reduction in staffing costs in (Rights of Way and Network Management)
792	Place	2B03B7	Reduced Costs of Operating Parking Services from Implementation of Efficiency Reviews
793	Place	2B03B40	Full Cost Recovery of Time Spent on Transport Capital Programme
794	Place	2B03B33	Savings in Development Management Admin
795	Place	2B03B35	Savings in Development Management
796	Place	2B03B8	Increased income in Parking Services
797	Place	2B03B28	Further income in Forward & Area Planning
800	Place	2B03B38	Savings in Supplies and Services Budgets (Including Parking Machine Replacement) in TTAPS
801	Place	2B03B4	Reduction in staffing across the service via VER/VS (8 posts)
802	Place	2B03B13	Remove Revenue Contribution to Flooding and Increased Income from Developers and the Capital Programme
804	Place	2C03B14	Review of Night Time Noise and 24 Hour Mortuary Service to Cease
805	Place	2W03B12	Events - Reductions in funding for Athletics, Squash and Off the Shelf events in 2016/17. Possible opportunity for third party to re-model and re-launch Off the Shelf.
806	Place	2W03B16	Increased Parks Income

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807	Place	2W03B13	City Centre Management - saving arising from sustained improvement in net cost of service, together with mid-evening shut down of fountains and other general efficiencies across the service.
808	Place	2W03B11	Reduction in staffing across the service via VER/VS.
809	Place	2W03B17	Parks and Countryside - 2% increase on charges to Housing Contract
847	Place	2W03F1	Review of existing staffing resources to include deletion of two posts frozen since 2014/15 and agreement to voluntary severance for two existing posts
843	Place	2C03B5	Place reviews - Management rationalisation and business support review
844	Place	4M03B5	Reduction in staffing within the service via VER/VS (1 post)
845	Place	2B03B9	Additional sustained improvement of reduced net cost within Highways and Highway Network Management
846	Place	2B03B29	Delete vacant Landscape post in Urban and Environmental Design
739	Policy, Performance & Communications	1AA3B1-1	Advertising costs - PPC
627	Resources	1B03B1	Finance and Procurement System replacement (ReFine)
725	Resources	1B03B2	Review Recharges to the Combined Authority and Externally funded projects
568	Resources	1D03B1-1	Customer Experience Strategy
740	Resources	1F03B1	IT Rationalisation/DCT
815	Resources	1F03B2	Business Change and Information Solutions (BCIS) - Review of Management Structure
664	Resources	1H03B1	HR staffing review
324	Resources	1I83B1	Legal Services -Reduction in Members pension costs
816	Resources	1P03B1	Commercial Services - review of staffing structure
429	Resources	2C13B1	Workplace Programme
571	Resources	2C13B1 & 2C13B2	Property & Facilities Management Procurement (PFMP)
814	Resources	2C13B3	Transport reductions
688	Resources	5I03B1-1	Agency Review

Glossary	
Term	Definition
Abbreviations	The symbol 'k' following a figure represents £thousand. The symbol 'm' following a figure represents £million. The symbol 'bn' following a figure represents £billion.
Capital Expenditure	Expenditure that is incurred to acquire, create or add value to a non-current asset.
Capital Financing Requirement	It measures an authority's underlying need to borrow or finance by other long-term liabilities for a capital purpose. It represents the amount of capital expenditure that has not yet been resourced absolutely, whether at the point of spend or over the longer term. Alternatively, it means capital expenditure incurred but not yet paid for.
Capital Receipts	The proceeds from the sale of capital assets which, subject to various limitations (e.g. Pooling Arrangements introduced in the Local Government Act 2003) can be used to finance capital expenditure, invested, or to repay outstanding debt on assets originally financed through borrowing.
Collection Fund	A fund administered by the Council recording receipts from Council Tax, National Non-Domestic Rates and payments to the General Fund. All billing authorities (including the Council), are required by law to estimate the year-end balanced on the Collection Fund by 15 January, taking account of various factors, including reliefs and discounts awarded to date, payments received to date, the likely level of arrears and provision for bad debts. Any estimated surplus on the Fund must be distributed to the billing authority (the Council) and all major precepting authorities (Police, Fire and DCLG) in the following financial year. Conversely, any estimated deficit on the Fund must be reclaimed from the aforementioned parties.
Contingency	A condition which exists at the Balance Sheet date, where the outcome will be confirmed only on the occurrence of one or more uncertain future events not wholly within the Council's control.
Council Tax	A banded property tax that is levied on domestic properties. The banding is based on assessed property values at 1 April 1991, and ranges from Band A to Band H. Around 60% of domestic properties in Sheffield fall into Band A. Band D has historically been used as the standard for comparing council tax levels between and across local authorities, as this measure is not affected by the varying

	distribution of properties in bands that can be found across authorities.
Council Tax Freeze Grant	Grant funding provided by national government to support councils that freeze their Council Tax charges. The grant scheme is open to all billing and major precepting authorities, which decide to freeze or reduce their council tax. If they do, they receive additional funding in 2015/16 equivalent to raising their council tax by 1%.
Council Tax Support	Support given by local authorities to low income households as a discount on the amount of Council Tax they have to pay, often to nothing. Each local authority is responsible for devising its own scheme designed to protect the vulnerable. CTS replaced the nationally administered Council Tax Benefit.
Credit Risk	The possibility that one party to a financial instrument will fail to meet their contractual obligations, causing a loss to the other party.
DCLG	Department for Communities & Local Government
Designated Areas	These are specific parts of the city referred to as the New Development Deal and Enterprise Zone. They are significant because any growth in business rates above the “baseline” established in 2013/14 can be retained in full locally, rather than half being repaid to Government.
Equality Impact Assessment (EIA)	A process designed to ensure that a policy, project or scheme does not discriminate against people who are categorised as being disadvantaged or vulnerable within society.
General Fund	The total services of the Council except for the Housing Revenue Account and the Collection Fund, the net cost of which is met by Council Tax, Government grants and National non-domestic rates.
HR1	Each local authority is required to submit a HR1 form to inform the Government of potential redundancies in the organisation. The Redundancy Payments service then collects the information and distributes it to the appropriate Government departments and agencies who offer job brokering services and/or training services. This happens so that the Government can discharge its obligation to these employees.
Minimum Revenue Provision (MRP)	The minimum amount which must be charged to an Authority's revenue account each year and set aside as provision for credit liabilities, as required by the Local Government and Housing Act 1989.
National Non-Domestic Rates (NDR)	These are often referred to as Business Rates, and are a levy on business properties based on a national rate in the pound applied to the ‘rateable value’ of the property. The Government determines the national rate multiplier and the Valuation Office Agency determine the rateable value of each business property. Business Rates are collected by the Local Authority

	and paid into their collection fund, this amount is then distributed 49% to the Local Authorities general fund, 1% to the South Yorkshire Fire and Rescue Authority and 50% to Central Government. The Central Government share is then redistributed nationally, partly back to Local Authorities through Revenue Support Grant.
LAC	Looked After Children
Precepts	The amount levied by another body such as the South Yorkshire Police Authority that is collected by the Council on their behalf.
Private Finance Initiative (PFI)	A contract in which the private sector is responsible for supplying services that are linked to the provision of a major asset and which traditionally have been provided by the Council. The Council will pay for the provision of this service, which is linked to availability, performance and levels of usage.
Provisions	Amounts charged to revenue during the year for costs with uncertain timing, though a reliable estimate of the cost involved can be made.
Public Works Loan Board (PWLB)	A government agency, which provides loans to authorities at favourable rates.
Remuneration	All sums paid to or receivable by an employee and sums due by way of expenses allowances (as far as those sums are chargeable to UK income tax) and the money value of any other benefits received other than in cash. Pension contributions payable by either employer or employee are excluded.
Reserves	Result from events that have allowed monies to be set aside, surpluses, decisions causing anticipated expenditure to have been postponed or cancelled, or by capital accounting arrangements.
Revenue Expenditure	Expenditure incurred on the day-to-day running of the Council, for example, staffing costs, supplies and transport.
Revenue Support Grant (RSG)	This is a Government grant paid to the Council to finance the Council's general expenditure. It is based on the Government's assessment of how much a Council needs to spend in order to provide a standard level of service.
Specific Government Grants	These are designed to aid particular services and may be revenue or capital in nature. They typically have specified conditions attached to them such that they may only be used to fund expenditure which is incurred in pursuit of defined

	objectives.
Spending power	<p>DCLG measures the impact of government funding reductions against local authorities' combined income from both government funding and council tax. This combined measure of income is called revenue spending power.</p> <p>NB: in a press release from the Chartered Institute of Public Finance & Accountancy (CIPFA) following the Local Government Finance Settlement, CIPFA made the following notable comment: <i>"CIPFA's measure of funding used in this analysis is "unfenced spending power". This is funding that councils have available to meet their priorities and fund existing staff and commitments and which is not already ring-fenced for other use. This includes Revenue Support Grant (RSG), retained business rates, council tax and a number of special grants that authorities are free to spend as they wish. In contrast DCLG's measure also includes Public Health Grant (which can only be spent on public health matters) and the Better Care Fund (which is largely NHS money or budgets that local authorities have pooled with the NHS, and can only be spent on priorities agreed with local NHS managers)."</i></p>
Unsupported (Prudential) Borrowing	Borrowing for which no financial support is provided by Central Government. The borrowing costs are to be met from current revenue budgets.
VCF	Voluntary and Community Sector

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SHEFFIELD CITY COUNCIL Cabinet Report

Report of: Interim Executive Director Resources

Date: 17th February 2016

Subject: 2016 – 17 Capital Programme

Author of Report: Eugene Walker 0114 273 5167

Summary:

The report sets out the proposed Capital Programme from 2016-17 onwards describing the programmes to be undertaken, lists the projects to be delivered and sets out the context in which it has been compiled.

Reasons for Recommendations:

Implementing the proposed programme in this report offers a means of furthering the Corporate Plan objectives.

Recommendations:

The report makes a number of recommendations. It is recommended that Members:

1. Note the specific projects included in the years 2015-16 to 2021/22 programmes at Appendix 9. Block allocations are included within the programme for noting at this stage and detailed proposals will be brought back for separate Member approval as part of the monthly monitoring procedures.
2. Note the proposed Capital Programme for the 5 years to 2021/22 as per Appendix 9.

3. Approve the Corporate Resource Pool 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 2016-17 unless explicitly stated. (If substantial capital receipts are realised within 2016-17 a further report will be brought to Members as part of the monthly approval process).

Background Papers: 2016-17 Revenue Budget Report

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES/NO Cleared by: E. Walker
Legal Implications
YES/NO Cleared by:
Equality of Opportunity Implications
YES/NO Cleared by:
Tackling Health Inequalities Implications
YES/NO
Human rights Implications
YES/NO:
Environmental and Sustainability implications
YES/NO
Economic impact
YES/NO
Community safety implications
YES/NO
Human resources implications
YES/NO
Property implications
YES/NO
Area(s) affected City Wide
Relevant Cabinet Portfolio Leader Cabinet Member for Finance Cllr. Ben Curran
Relevant Scrutiny and Policy Development Committee if decision called in
Is the item a matter which is reserved for approval by the City Council?
YES/NO
Press release
YES/NO

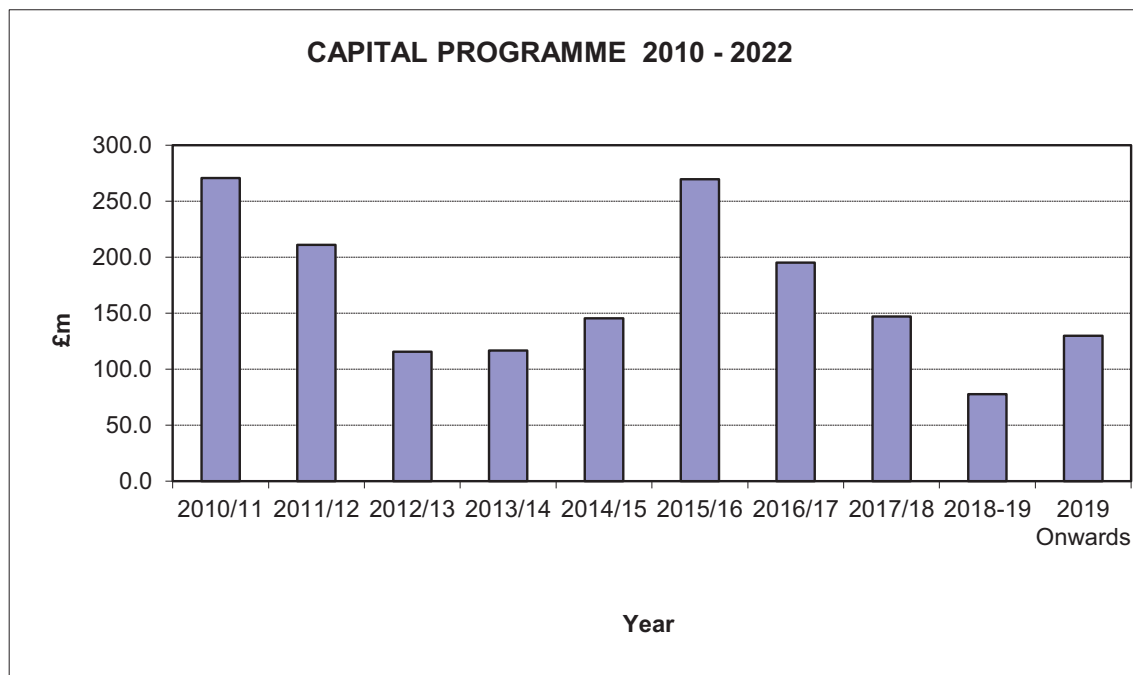
2016/17 Capital Programme

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 devolvement of capital spending decisions to City Region authorities and the involvement of the Local Enterprise Partnerships (LEP) in capital allocation decisions
 - the shift towards capital funding to economic regeneration projects which generate a financial return to repay the initial investment and create a revolving investment fund;
 - the introduction of funding streams such as Community Infrastructure Levy and New Homes Bonus which reward economic development;
 - the Government austerity programme 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 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 recently announced reductions in the permitted level of annual increases will put reduce this source of funding unless resources can be released from elsewhere within the HRA.
 - 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 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 except for the Council's own capital contribution
3. As a result of the above, the Housing investment programme therefore now accounts for almost sixty per cent of the Capital Programme. The next biggest applications include economic regeneration and infrastructure renewal of highways, schools and leisure facilities.
4. 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 Strong Economy priority, the focus will be on creating the necessary infrastructure to support economic regeneration. 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. The graph below illustrates the change in activity levels in the Capital Programme over the last decade.
6. In the Health and Well-being outcome investment will be directed to adapt homes so that people can live independently.
7. The Successful Young People outcome will continue to invest in schools to meet the increasing demand for pupil places.
8. 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.
9. The graph below illustrates the change in activity in the Capital Programme from 2010/11 to 2019 and beyond..



Capital Investment Plans

10. So, looking forward, the current Approved Capital Programme from 2015-16 is projected at £819.2m.
11. 2012/13 saw the introduction of the Streets Ahead Programme (a Highways Private Finance Initiative (PFI)). The programme will result in loss of the Local Transport Plan (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. Where economically advantageous, the Council will invest further sums if this can generate revenue budget savings because it can raise finance cheaper than its commercial partners.
12. 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 £70.5m in 2015-16 and £200m+ thereafter over the next three years.
13. 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.
14. The proposed programme illustrated by the graph in paragraph 9 above does not include a number of major projects costing potentially more than £100m which are currently the subject of funding bids or approvals as detailed below.
15. **Flood Defence Schemes (£35m):** Cabinet has already approved a £18m 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 £35m of funding to undertake works across the city in the Upper Don valley, on the River Sheaf, Blackburn Brook and Car Brook.
16. **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.
17. **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 is the subject of feasibility work to ascertain the best use of the Council's city centre buildings. The scale of

the work could be very significant requiring external funding support. Approvals will be sought once a funded proposal has been developed.

18. **Castlegate Redevelopment:** the Council is seeking external funding to develop the former Castle Market site potentially as a visitor attraction if there are sufficient remains of the former castle which can be uncovered.

Pressures on the Capital Programme

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

Schools

School Places

20. 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. Two new schools were delivered in 2014 and expansion measures have continued throughout 2015/16. This need will continue for the foreseeable future as the responsibility to build new schools remains with the Council and does not transfer to academies.
21. 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 £100m and in some cases is becoming more urgent as time passes and assets become life expired.

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.

24. The Council has developed a Housing Delivery plan to deliver 20,000 additional homes over the next ten years. This will be achieved through a mix of private sector, Council and Housing association led development. It may be appropriate for the Council to provide or assist in the provision of infrastructure to accelerate the development of key sites.
25. Smaller scale initiatives such as the Custom Build initiative to allow individuals to build their own homes are also being supported through the release of Council owned land,

Roads

26. 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.
27. The final position on the Inner Relief Road (IRR) scheme is dependent on the disposal of a small number of residual sites. 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

28. The Council has traditionally allocated several million pounds each year to fund building renovations and machinery replacement. Cabinet has approved a 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.
29. In particular the Council is the owner and custodian of a number of key civic city centre buildings including the Town Hall, Central Library plus Victorian schools in the suburbs. Many of these are listed buildings (the Town Hall is in the highest category of Grade 1) requiring the Council to keep these in good condition and preserve their original features. Inevitably this adds to the cost of any works because the replacement parts have to be specially built. Moreover as these buildings become older, building regulations become more demanding, the

simplest work on say the electrical system can require a substantial overhaul in order to meet the current standards.

30. 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.
31. The first phases of the Community Investment Plan (CIP) and Asset Enhancement have concluded 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.
32. 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

33. 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 facility on the site of the former Don Valley Stadium where building has commenced in 2015-16. This is not part of the Council's programme being directly funded by the Education Funding Agency.
34. The Council has led in the redevelopment of the former Don Valley Stadium site in Attercliffe built around a theme of education, sports and well-being to complement the existing sports facilities in that area such as the English Institute of Sport and Sheffield Arena. The site already has a through school constructed by the Council in 2015-16 and will be joined by the City's second University Technical College in 2016-17.
35. There are further plans to include other private sector led developments including an Advanced Well Being Research Centre led by Sheffield Hallam University and Toshiba. The total site investment will be around £60m of which just over half will be from the private sector. The Council has acted as a catalyst investing £25m of its own or grant funding in the remediation of the site, construction of the school and provision of the public realm.

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

The Consequences for funding the Capital Programme

37. 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) has been enacted from July 2015. These sources are discussed more fully at paragraph 99.

The Capital Resource Pool (CRP)

38. 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, deal with backlog maintenance demands and 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.
39. 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.
40. The success of the Asset Enhancement programme is key to replenishing this reservoir of funding.
41. Appendix 4 discusses the position on the CRP in further 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 (2016-17) because of the uncertainty around future capital receipts.

THE CAPITAL PROGRAMME 2015 – 22

42. The capital programme over the 5 years 2015-20 shows a broadly balanced position with proposed expenditure totalling £819m as per Appendix 1.
43. Wherever possible, attempts are made to match the timing of the receipt of resources and the incurrance of expenditure to protect the Council's cash flow position. Where the levels of expenditure are significant, then individual management arrangements are put in place to mitigate the impact as far as possible. These are overseen by the Director of Finance, in conjunction with the respective Head of Service.
44. The funding of the programme comes from a diverse range of resources, such as government grants, other grants and contributions from other public bodies or third parties, capital receipts, prudential borrowing and revenue contributions to capital. The majority falls within either prudential borrowing or contributions from the revenue account to the capital programme, which together represents £585.2m (72 %) of the overall programme value.
45. The 2015-20 programme was set on the 6th March 2014 and at the time totalled £232.7m for 2015-16. This has been revised as additional resources have been secured and applied to new schemes, together with the net effect of the 2014/15 Outturn slippage and actions taken below, resulting in a revised current approved programme for 2015/16 of £269.5m as per appendix 1.

Slippage within the Capital Programme

46. 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.
47. 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.
48. Considerable work was undertaken in 2014-15 to identify the cause of slippage and improve capital delivery. This work compared Sheffield's approach to that of other organisations with significant capital programmes and concluded that

project management needed to be strengthened and that delivery plans need independent scrutiny.

49. During 2015-16 the Council introduced a number of “gateways” at which the validity of the project is tested led by the Priority Programme Boards and the Capital Programme Group. These include:

- Approval of a mandate to ensure that all projects are linked to the Council’s priorities so scarce resource is not wasted on irrelevant projects;
- Review of an Outline business case which will set out the benefits and delivery options for the project. The Priority Boards will test if the proposal is value for money;
- Review of an initial business case once the preferred option has been selected. The Council’s Capital Delivery Service and Commercial Services function will advise on the proposed project plan and procurement route;

50. These changes have addressed a number of weaknesses in the programme including:

- 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 net slippage approved to date totals £31.7m. A breakdown of this by Programme is listed in the table below.

Portfolio	Slippage (£m)	Accelerated Spend (£m)	Net Slippage (£m)	2014/15 Comparable Figure [1]
Housing	17.4	-1.9	15.5	10.8
Other Place	9.4	0.0	9.4	2.7
Resources	0.5	0.0	0.5	4.1
Highways	1.0	0.0	1.0	0.0
Communities	0.0	0.0	0.0	0.0
CYPF	5.3	0.0	5.3	6.0
TOTAL	33.6	-1.9	31.7	23.6
[1] Represents the level of slippage approved at the equivalent period last year.				

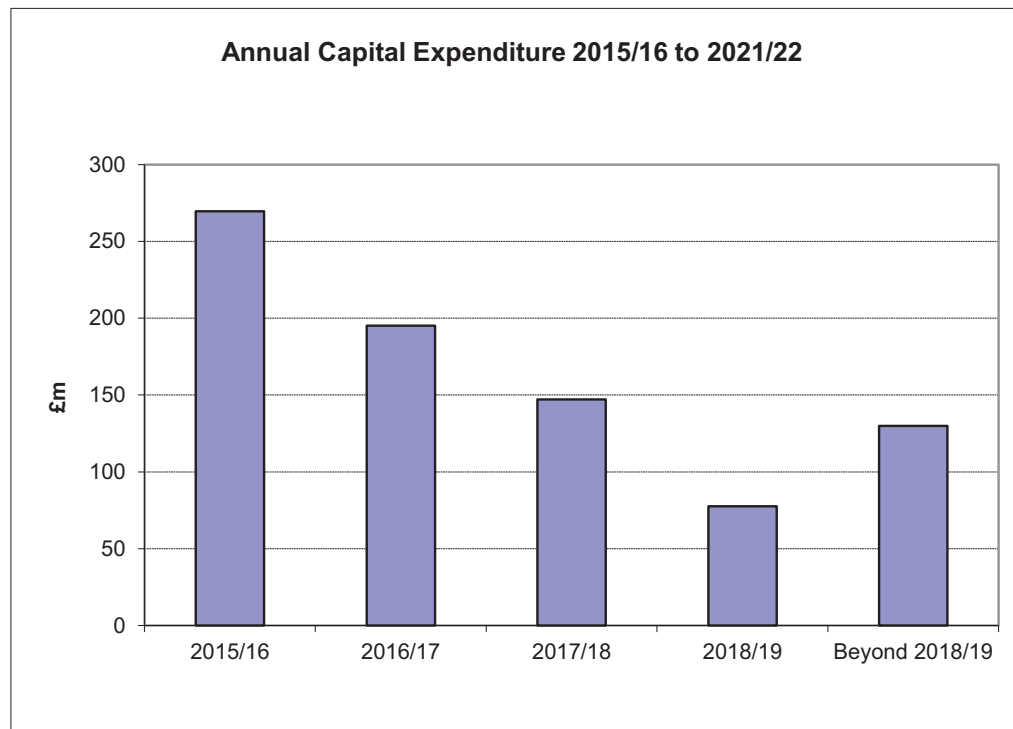
Although the value is higher than last year this does represent a lower proportion of a much bigger programme.

KEY ELEMENTS of the CAPITAL PROGRAMME

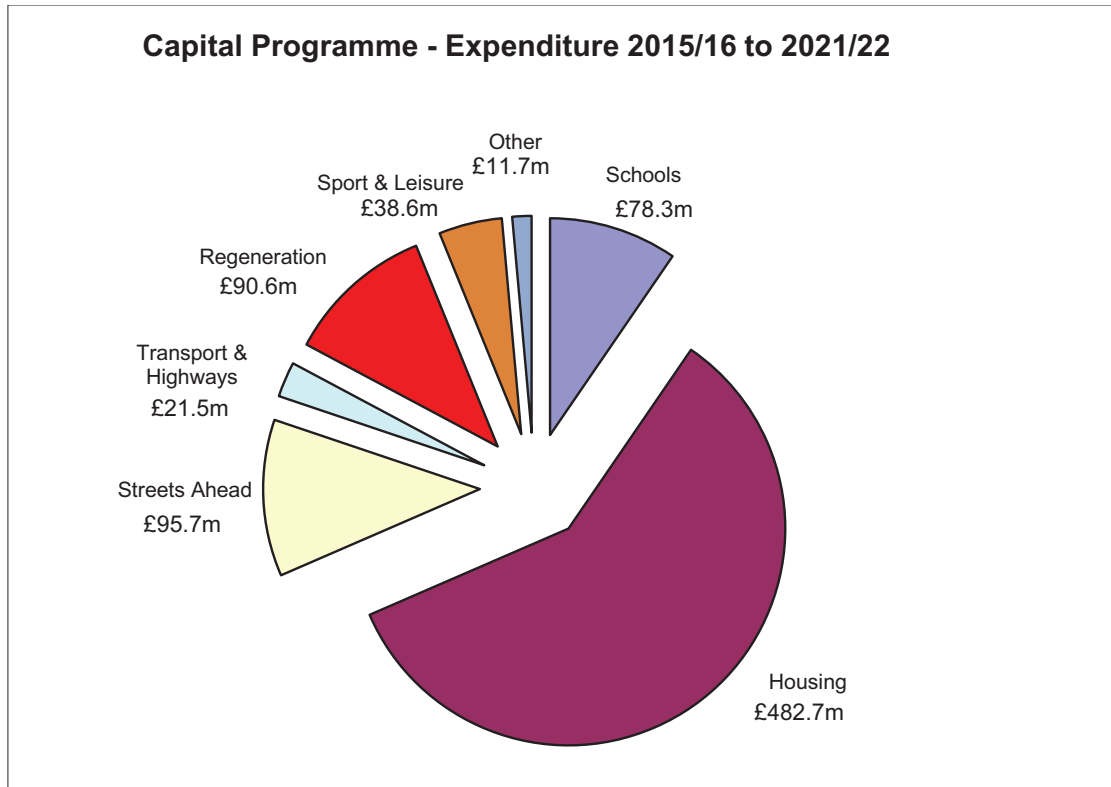
52. The overall Capital programme position for the 5 years from 2015/16 – 2021/22, amounts to £819m. Although the programme is made up of numerous capital projects the majority of its value falls within the Housing programme (482.7m), which represents 59 % of the total programme.

2016/17 Approved Programme	
Annual Profile	
	£m
2015/16	269.5
2016/17	195.2
2017/18	147.1
2018/19	77.6
Beyond 2018/19	129.8
	819.2

53. When represented graphically the peak of the programme is in 2015-16. As discussed at paragraph 14, it is expected that further projects will come forward for approval and add to the programme in later years.



54. The Housing programme becomes the single largest element (59%) of the Capital Programme with significant amounts being invested in roads, regeneration, schools and leisure facilities.



CAPITAL PROGRAMME		
2015/16 to 2021/22		
	£m	%
Schools	78.3	10%
Housing	482.7	59%
Streets Ahead	95.7	12%
Transport & Highways	21.5	3%
Regeneration	90.6	11%
Sport & Leisure	38.6	5%
Other	11.7	1%
Overall Total	819.2	100%

Comments on the main elements are shown below. Further detail can be found in Appendices 6 to 8.

School Places and Capital Maintenance Programme for Schools

55. The need to meet the demand for additional school places created by an expanding population is a priority for the council. Recently new schools in the Waterthorpe and Skinnerthorpe areas will produce new places in areas with increasing pupil numbers. This capacity will be augmented by the opening of the new Through School in Attercliffe on the site of the former Don Valley Stadium. The Council will design and procure the new schools, which will be run as academies under government rules. An external sponsor will then maintain them. Investment in additional school places will continue into 2016/17 and officers are preparing a report for Cabinet on recent school places consultation. This will shape a revised capital programme for schools which will run to the end of the decade and beyond.
56. Capital investment in maintaining the primary estate (including primary schools) utilises the approximately £4m 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 on after BSF are, heating and electrical, fire risk assessment measures, structural, roofs, windows and mobile replacements.

Housing Programme

The proposed 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 6.

57. **Increasing the Supply of New Homes in the City (£82.5)** through supporting the Sheffield Housing Company and other registered homes providers to build new properties. New Homes Bonus 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 putting substantial funds from the HRA and Affordable Housing payments from developers.
58. **Making the best use of the City's existing housing stock (£291.8M)** by continuing to renovate and refurbish the Council's housing stock. The Decent Homes Programme completed in 2013-14 having invested over £700m into improving homes. Going forward, funding has been identified within the Housing Revenue Account to maintain the standards reached today. Money will also be invested in heating and insulation schemes improving the energy efficiency of homes reducing fuel costs and meeting the Council's environmental objectives.

59. **Helping Younger, Older and Vulnerable people live independently (£23.6m)** 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

60. **Regeneration (£90.6m)** is a key programme and objective within the Place portfolio. These works are seen as essential to promote economic growth and jobs which will increase footfall and spending in the city. More businesses, less vacant office and shop space should also increase the Council's business rate income which will help offset the loss of central government funding. Most of the money (£58.8m) is allocated to the New Development District in the city centre which will incorporate the Sheffield Retail Quarter. £10.3m is being invested into Public Realm projects to improve the image of the city thereby attracting new and retaining existing activity. Over £6m will improve the area around Sheffield University and is funded by SCRIF and the University. A further £4m has been invested in the West Bar to Castlegate axis through the demolition of the former Castle Market and removal of 500m of redundant highway along West Bar replacing it with landscaped verge (the Grey-to-Green project).
61. Over £22.3m 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 £7.5m to build a new centre in the north of the city at Thorncliffe of which £2.3m will come from the Council and the remainder from external funders. The Council has assumed responsibility for the delivery of a £15m development replacing the existing facilities at Graves to serve the south of the city. The new sports centres will also include medical evaluation facilities to measure the impact of exercise on health. A further £1.2m will be invested in a new venture with the Football Association to transform the quality of both adult and junior pitches across the city with Sheffield being the pilot for the national scheme.
62. £3.6m 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 £3.6m is to be spent to make the long term building estate fit for purpose and compliant with the latest Health & Safety and accessibility legislation including £2.1m to survey the Council's building estate and make compliant with the latest Fire Safety legislation.
63. £16.1m 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. This has increased by £11m from the original scheme following the successful bid for additional funds from the Environment Agency who recognised the potential benefits and awarded the additional funds to provide protection against the effects of further climate change.

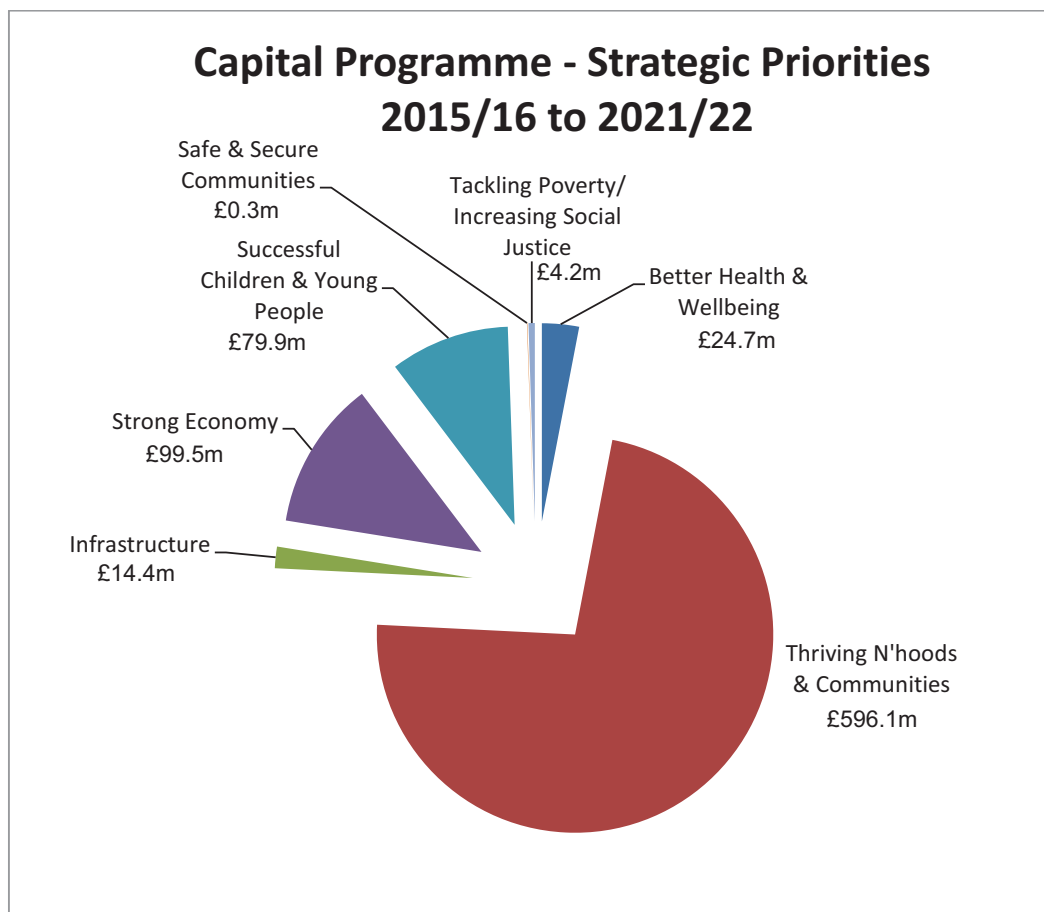
64. **Asset Enhancement Programme.** £0.8m will be invested in surplus council land to prepare it for development increasing its attractiveness so that it can be sold to generate a future stream of capital receipts to fund the Capital Programme. This programme will also assist other Council priorities such as developing new homes.

65. £1.8m investment in **Parks projects** including £0.6m to build a new education centre in the Botanical Gardens. A further £1.1m is to be spent remediating former landfill sites including building a lagoon at the Beighton site to naturally clean the effluent.

Strategic Priorities

66. 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.

67. The graph below shows the allocation of investment by Strategic Priority. Individual projects are listed under each strategic outcome at Appendix 10.



68. **Thriving Neighbourhoods and Communities** includes not just the Housing Programme but also investment in schools, sports and leisure facilities, parks, fit for purpose transport systems and road safety measures. These works are predominantly undertaken by the Housing and Place Portfolio programmes and are explained in greater detail in Appendices 6 to 8.

69. **Successful Young People** primarily reflects the investment in schools to give children the opportunity of a good start in life. The School Places Expansion and Maintenance Programmes are the main components of this priority.

70. **Strong Economy** – Schemes contributing to this priority include the City centre regeneration schemes (Sheffield Retail Quarter) plus some energy efficiency schemes such as the insulation of homes which contributes to the Council's environmental objectives.

71. **Health and Well Being** outcome will see investment in information systems and ICT equipment to improve customer service and reduce operating costs, plus

Housing programme schemes that help people to live independent lives in their own homes.

72. **Infrastructure** comprises mainly schemes associated with essential building works to extend the life of, improve or rationalise the Council's building estate e.g. the Office Accommodation Efficiency Strategy, Asset Enhancement and Community Investment Plan. Investments are made to make Revenue Budget savings.

73. **Tackling Poverty and Increasing Social Justice** – £3.9m 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.

74. **Safe and Secure Communities** investment will provide local facilities like resource centres to develop more sustainable and cohesive communities.

The Programme in 2016-17

75. The year on year change in CYPF, from £33.5m in 2014-15 to £29.3m in 2015-16. This is quite a small drop considering 2015-16 included £7.7m for the construction of Don Valley School in Attercliffe. It shows the scale of the capacity expansion projects in the city. A number of expansion projects including a new school for Tinsley, Gleadless and Hallam are planned to complete.

76. Aside from schools, the portfolio plans to spend £0.5m to complete a £0.9m of accommodation improvements at Thornbridge Outdoor Centre making it accessible to all children and £0.5m of grants to improve the secure accommodation unit at Aldine House.

77. Housing programme increases by £23.1m (28%) from £81.4 to £104.6m. There will be significant investment in increasing the Council's housing stock through new build and acquiring suitable properties on the market. The existing stock will also receive substantial investment funded from the Housing Revenue Account with £28.8m going into replacing roofs and a further £10.8m for replacement heating systems.

78. The Place portfolio programme decreases from £99.1m to £28.8 with the majority of the change (44.3m) due to the completion of the first phase of the Sheffield Retail Quarter regeneration work and the new leisure centres at Thorncliffe and Graves. Projects approved for 2016/17 include Public realm improvements around the Sheffield University campus (£4.9m) and the next phase of the SRQ including the demolition of buildings and enabling works (£7.2m). £10m will be spent on Flood defence works in the lower Don Valley as that scheme moves towards completion/

79. Highways programme decrease from £17m to £3.9m as the Bus Rapid Transit North scheme will be substantially complete. The Council has secured funding to improve bus routes through the Better Buses Fund and the 2016-17 Local transport. The programme is being developed and will be added to the budget as schemes are approved by Cabinet.

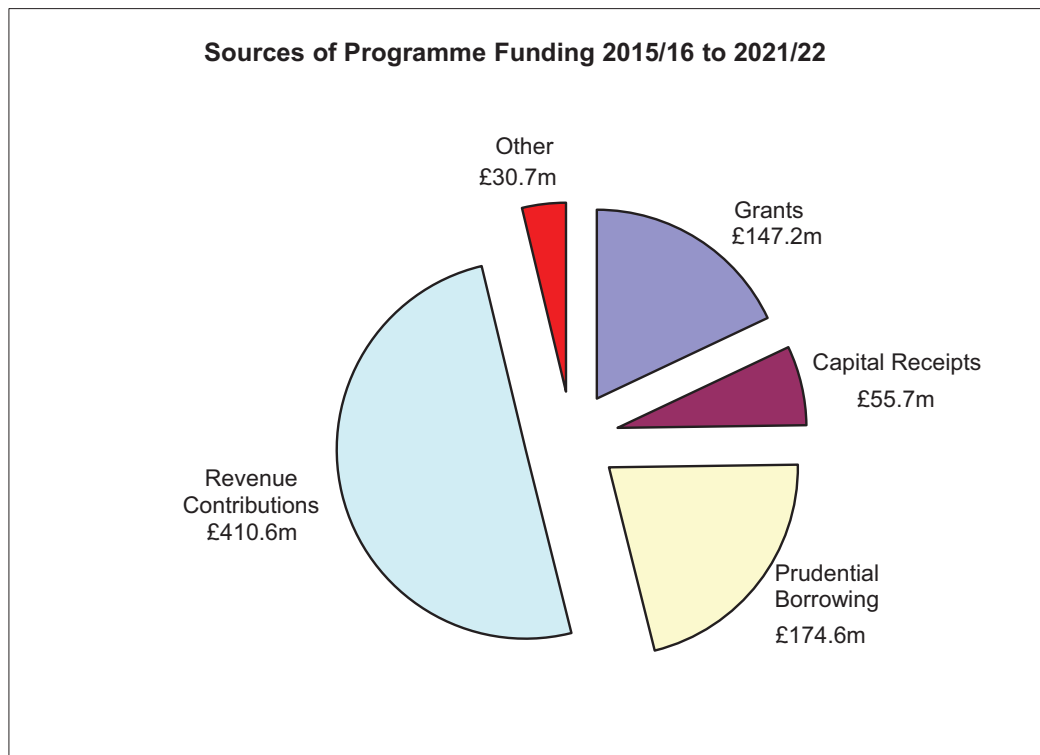
80. The Resources portfolio programme will fall from £7.6m in 2015-16 to £1.4m in 2016-17 as the Office Accommodation Efficiency programme has completed. This scheme has reduced the Council's revenue budgets property costs, preserving more money for frontline services.

81. The Communities portfolio programme is forecast to be unchanged at £0.3m. The investment in 2016-17 will be in providing better insulation to homes.

SOURCES OF PROGRAMME FUNDING

82. 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.

83. The majority of the programme is funded via revenue contributions to capital mainly from the Housing Revenue Account, which amount to £381.7m (43%). Grants fund 18% of the programme, prudential borrowing funds 21% and capital receipts represent a further 7% 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.



84. Grants funding is mainly used for the schools capital programmes and highways.

85. 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. The council can often borrow funds cheaper than its commercial sector partners because of its perceived higher credit rating. It makes sense therefore to inject such capital where there is a potential economic benefit.

Capital Receipts Funding

86. 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.

87. Appendix 4 reviews 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.
88. 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.
89. 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 2016-17.

Other forms of Funding

Prudential Borrowing

90. 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.
91. It remains the Council's view that it's 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.

92. Included within the 2016/17 Capital Programme are the following amounts of prudential borrowing for projects funded in whole or part from prudential borrowing:

Project	Total Project Value £000s
Street Ahead Capital Contribution	65,153
Housing Schemes	25,592
New Retail Quarter	7,251
Graves Leisure	2,339
Office Accommodation Strategy	70
BSF	42
Total	100,447

93. 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.

94. 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.

New Homes Bonus Fund

95. 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. Council policy is to make this available for projects which improve the local housing or neighbourhood environment or assist in regeneration. Approval of such projects is given by local elected members following recommendations from Council officers.

96. 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 meeting the Council's priority of providing new homes.

Tax Increment Financing (TIF)

97. 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.
98. A scheme to develop infrastructure required for the New Development District (also of which the Sheffield Retail Quarter project is part) 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

99. This will supplement the current Section 106 (Town & Country Planning Act 1990) arrangements which fund many of the local neighbourhood facility improvements especially in Parks & Countryside as well as City Development Division. 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.
100. 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 North link.
101. The Council has developed its rating tariff and introduced the scheme from July 2015. Although at a very early stage of the new regime the current estimates predict annual revenues of £2m - £3m p.a. depending on the pace of development.

RECOMMENDATIONS

102. It is recommended that Members note the specific projects included in the years 2016-17 to 2021-22 programmes at Appendix 9. 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.

103. Note the proposed Capital Programme for the 5 years to 2021-22 as per Appendix 9.

104. Approve the Corporate Resource Pool 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 2016-17 unless explicitly stated. Further reports will be brought to Members as part of the monthly approval process should the receipts position improve.

Finance
February 2016

List of Appendices

Appendix 1 – Summary of Capital Programme

Appendix 2 – Breakdown of Capital Programme Funding

Appendix 3 – Monitoring Report for the 8 months ended 30 November 2015

Appendix 4 – Corporate Resource Pool (CRP)

Appendix 5 – Glossary of Terms

Appendix 6 – Housing Investment Programme

Appendix 7 –Highways Transport Programme

Appendix 8 – Regeneration Capital Programme

Appendix 9 – List of All Projects in Capital Programme by Portfolio

Appendix 10 – List of All Projects in Capital Programme by Strategic Priority

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SHEFFIED CITY COUNCIL														Appendix 1
CAPITAL PROGRAMME														
PORTFOLIO / SERVICE	2015/16		2016/17		2017/18		2018/19		Future		Total		%	
	£k	%	£k	%	£k	%	£k	%	£k	%	£k	%		
Children Young People & Families (CYPF) consisting of:														
Schools Programme	32,793	12	28,437	15	16,418	11	363	0	330	0	78,341	10		
Other	702	0	892	0	0	0	0	0	0	0	1,594	0		
	33,495	12	29,329	15	16,418	11	363	0	330	0	79,935	10		
Communities	362	0	315	0	0	0	0	0	0	0	677	0		
Place consisting of:														
Highways - Local Transport Plan (LTP)	12,106	4	3,750	2	529	0	0	0	0	0	16,385	2		
Highways – Other	4,933	2	166	0	0	0	0	0	0	0	5,099	1		
City Development	11,166	4	14,947	8	1,138	1	0	0	0	0	27,251	3		
Other Development Services	65	0	50	0	305	0	0	0	0	0	420	0		
Capital & Major Projects	3,784	1	644	0	124	0	0	0	0	0	4,552	1		
Sheffield Retail Quarter	51,547	19	7,251	4	0	0	0	0	0	0	58,798	7		
Culture & Environment	32,491	12	5,931	3	218	0	0	0	0	0	38,640	5		
Housing Programme	81,419	30	104,568	54	89,990	61	77,289	100	129,450	100	482,717	59		
	116,092	73	32,739	70	92,305	63	77,289	100	129,450	100	633,863	77		
Resources	7,603	3	1,412	1	0	0	0	0	0	0	9,015	1		
Streets Ahead Programme	30,574	11	26,803	14	38,350	26	0	0	0	0	95,727	12		
Overall Total	269,547	100	195,166	100	147,073	100	77,652	100	129,780	100	819,218	100		

CAPITAL PROGRAMME FUNDING

SOURCE OF FUNDING	2015/16		2016/17		2017/18		2018/19		Future		Total	
	£m	%	£m	%	£m	%	£m	%	£m	%	£m	%
Government Supported Borrowing	0.2	0	-	-	-	-	-	-	-	-	0.2	0
Prudential Borrowing	95.2	34	40.8	22	38.5	26	0.1	0	-	-	174.6	21
Grants	75.6	27	45.4	24	19.6	13	2.3	3	4.2	3	147.2	18
Contributions	23.4	8	2.9	2	0.9	1	1.2	2	-	-	28.5	3
Community Infrastructure Levy	-	-	2.0	1	-	-	-	-	-	-	2.0	0
Capital Receipts	22.6	8	12.6	7	7.8	5	5.7	7	7.0	5	55.7	7
Revenue Contributions	61.6	22	83.2	44	79.0	54	68.3	88	118.6	91	410.6	50
Overall Total	278.6	100	186.9	100	145.8	100	77.7	100	129.8	100	818.8	100

CAPITAL PROGRAMME MONITORING AS AT 30th NOVEMBER 2015

1. Summary

At the end of November 2015, the end of year position forecasts a variance of £17.4m (6%) below the approved Capital Programme. Project managers are forecasting to deliver a capital programme of £259.3m. This is £5m lower than forecast last month following Cabinet approval of revised pending profiles whereby £3.3m of planned spend for 2015/16 was slipped into future years.

The bulk of the forecast variance is in the Place (£12m – 12% - below budget) and Housing programmes (£2.6m – 3%).

The Year to date position shows spending to be £15.5m (9%) below planned spend. This is a £17m change from last month caused by the re-profiling of the Council housing replacement roofing programme which had previously shown expenditure to be ahead of budget and the SRQ now being behind rather than in front of profiled spend.

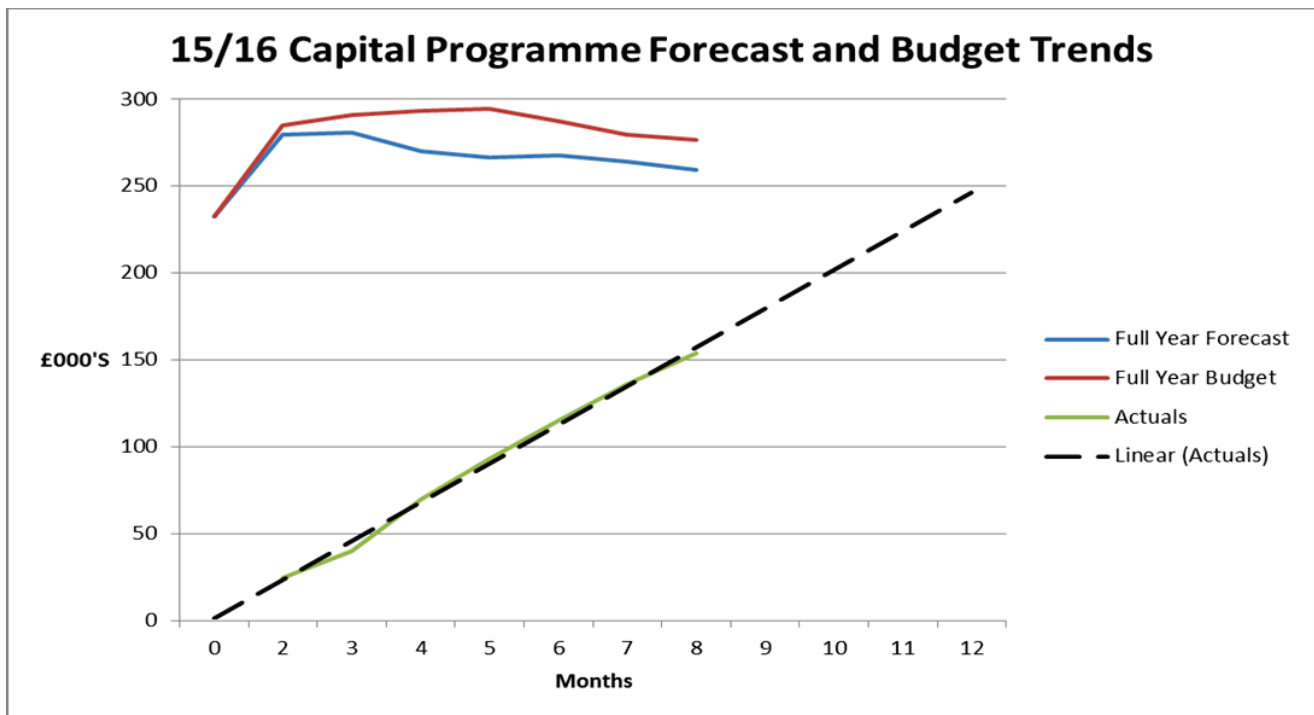
The chart at paragraph 6 compares the Approved Budget, Outturn Forecast and Year to date spend. The increase from the Approved Budget at Council of £232m to the current level is due to the slippage rolled forward from 14/15.

The forecast line shows a reduction of some £20m over the year since Month 2 forecasts in May. The budget has reduced too but at a slower rate indicating that managers are still submitting slippage requests to catch up with the revised forecasts. Looking at spend rates to date, allowing for an increase in accruals at year end and assuming the major (Top 20) projects hit their forecasts, an Outturn close to or very probably below £250m is the more likely scenario.

Financials 2015-16

<u>Portfolio</u>	<u>Spend to Date</u>	<u>Budget to Date</u>	<u>Variance to Date</u>	<u>Full Year Forecast</u>	<u>Full Year Budget</u>	<u>Full Year Variance</u>	<u>Change on Last Mth Bud</u>	<u>Change on Last Forecast</u>
	£0	£0	£0	£0	£0	£0	£0	£0
CYPF	23,811	26,006	-2,196	33,469	35,556	-2,087	-1,408	-1,408
Place	51,962	61,611	-9,649	87,211	99,237	-12,026	-633	-3,893
Housing	45,430	46,872	-1,443	81,941	84,573	-2,632	795	795
Highways	9,771	10,611	-840	17,855	17,559	296	-158	67
Communities	300	295	5	380	352	28	11	11
Resources	1,866	3,263	-1,398	7,873	8,825	-952	-832	-611
Corporate	20,383	20,383	-	30,574	30,574	-	-	-
Grand Total	153,522	169,042	-15,520	259,304	276,677	-17,373	-2,226	-5,040

2. Forecast trends



3. Capital Programme

	2015-16 £m	2016-17 £m	Future £m	Total £m
Month 7 Approved Budget	279.7	195.5	315.4	790.6
Additions	0.0	0.0	0.0	0.0
Variations	0.2	0.0	0.0	0.2
Slippage & Acceleration	-3.3	3.3	0.0	0.0
Month 8 Approved Budget	<u>276.6</u>	<u>198.8</u>	<u>315.4</u>	<u>790.8</u>

The revised programme shows a small net increase of £0.2m.

Finance

November 2015

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 current annual level of receipts leading to a year-on-year reduction of the value of the reserve. 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;
 - irregular flow of receipts from the 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 59% 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 this type of project 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:
 - Declining level of Central government support as the period of austerity continues which may require the authority to use its own resources to fund essential infrastructure
 - The need to maintain sufficient funds to match, at short notice, those available from external funders like the European Union, Heritage Lottery Fund, Sport England etc. in order to lever in funding to replace that lost from Central Government.

The Strategy for Managing the CRP

7. The funding of the capital programme is managed by the Capital Programme Group (CPG) comprising senior officers from the Council's services. It makes recommendations to Members through the monthly Finance Budget Monitoring report.

8. Services are asked to propose projects which might use CRP funding. CPG then reviews those projects against criteria such as the economic social benefit of the project, the opportunity to use the CRP as “match” investment to win additional external funding, and ease of delivering the project and its risk profile.
9. Following this financial planning exercise, CPG will make recommendations to Members about those projects which offer best value and the extent and speed to which they can be funded. Those projects will then be developed and come forward for approval as part of the Council’s capital approval process.
10. The rate of approvals can be regulated so that funds are released to projects as capital receipts come in.

Demands on the CRP

11. In the exercise referred to above at paragraph 8, the requests from services for CRP funding totalled just over £67m over the next five years. Given the existing level of CRP funded commitments and the outlook on receipts, CPG recommends allocating a further £6.6m to future projects.
12. This allocation is used for financial planning purposes only and Members are not required to approve any of the projected schemes outside the Capital Approval process.

Receipts

13. The next three years should see a considerable inflow of capital receipts as the Council’s Asset Enhancement and Accommodation Efficiency programmes are completed. Many of these sales will deliver receipts worth over £2.5m per site. The precise timing of these receipts is difficult to predict being influenced by local market and national macro-economic conditions. This uncertainty is on top of the inherent risk in all property sales of buyers pulling out, procedural difficulties, ground contamination, searches etc. Further reports will be prepared for members as negotiations proceed and transactions are completed.
14. The final value realised will also depend on the application of the Council’s Affordable Housing policy. Experience to date has shown that this can lead to a significant reduction in the forecast receipt.

Risks in the Programme

15. Most of the specific 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.
16. Moreover there is a general risk of any approved project within the programme overspending. Given the pressures on the Revenue Budget, the CRP will be the last resort for covering overspends.
 17. 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

18. Recognising the uncertainty over the future stream of capital receipts, officers believe there is no argument to recommend to Members that the current policy of approving CRP funds for the capital programme only 12 months ahead is changed.
19. There is some improvement in the property market which should start to move sites but the rate and scope of asset realisation is likely to be determined more by the Council's own policies and performance.

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 which replaced the Bus Services Operators Grant (BSOG).
BB2	Better Buses Fund 2	The follow on programme to BBAF
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 or developments.
BRT North	Bus Rapid Transit North	A major project to deliver 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.
	Clawback	A sanction imposed by a funding authority where the Council is adjudged to have broken the terms of the grant agreement either by not delivering the outputs to the promised volume or timescale, or failing to act in the way required by the agreement. The Council receives less money than it planned and must make good the shortfall from its own resources.
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	European Community Funds available to finance key projects.

	Fund	
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 in the City Centre designated for regeneration through the construction of offices.
NRQ	New Retail Quarter	The area of the City Centre designated for a revitalised retail offer
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.
SCRIF	Sheffield City Region Investment Fund	Devolved funding from central government to be used to create key infrastructure for e.g. transport to promote and assist economic growth.
SRQ	Sheffield Retail Quarter	The programme to redevelop the retail offer in the city centre
SYITA	South Yorkshire Integrated Transport Authority	Established in 2009 to take the lead in developing transport policy across the county.
SYPTA	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.
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The Housing Investment Programme 2016/17 - 2020/2021

1 Background

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.

The investment within this report represents Housing and Neighbourhoods activity within the city and is complemented by other investment and delivery activity.

The Housing Investment Programme helps to underpin and deliver some specific elements contained within the Council's 10 year Housing Strategy and other related strategies. This establishes three key objectives for housing in the City over the period 2013 - 23. 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.

The activities contained within the appendices follow this format in order to clearly set out how the Housing Investment Programme is contributing towards the achievement of these objectives. As noted above, there are other investment activities that are being delivered both by the Council and by other partners that will deliver additional outcomes. Some of these sit outside the scope of this report.

The proposed 2016/17 Housing Investment Programme totals £101.184m. The majority of this investment (£95.414m) will be invested in existing and new council housing, as part of the self-financing Housing Revenue Account (HRA) Business Plan 2016 – 17. This includes a commitment to deliver 1,000 new council homes through new build and acquisition by 2019/20.

Table 1 Split of Investment

The remaining £5.770m will be invested in non-HRA activity, as detailed within this report this is for private sector housing. The non-HRA activity remains at a level which is small by comparison to the overall programme. A priority continues to be exploring alternative options for funding or service delivery within the non-HRA areas.

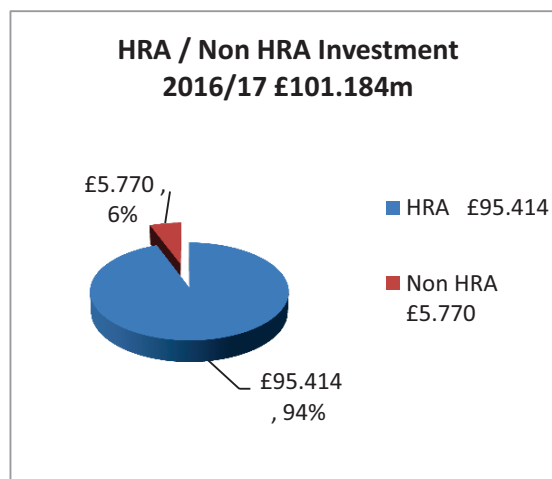
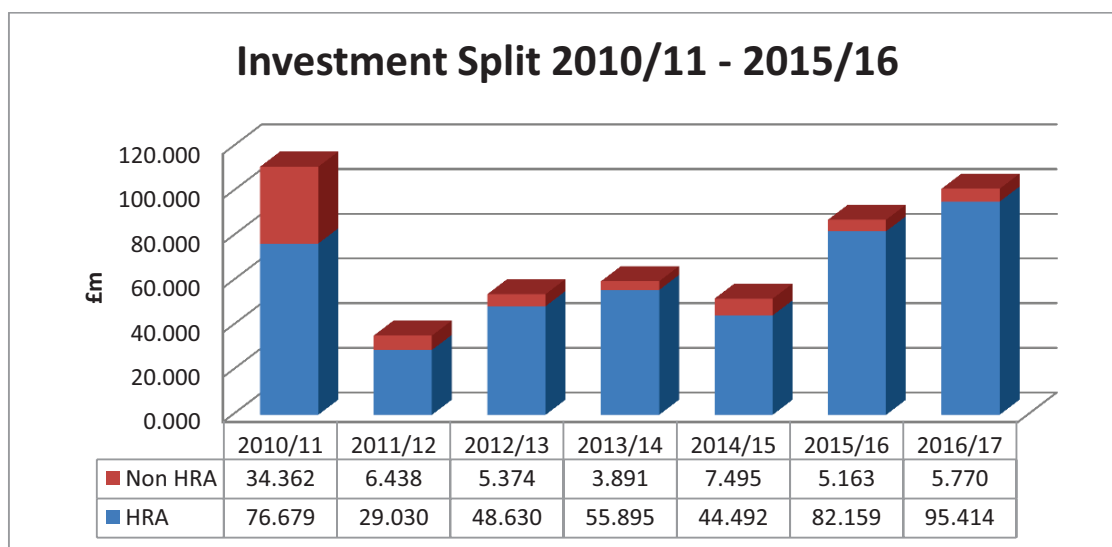


Table 2: 2010 – 2017 HRA / Non Investment



Increasing the number of homes in the city is critical to achieving economic growth.

The Strategic Housing Market Assessment identified that Sheffield requires between 1,975 and 2,425 new homes per year. Over the last year a considerable amount of work has taken place to review land available in the city (public and private ownership), to enable us to understand the potential number of homes that can be built for Sheffield. As part of the work to explore how we can support house building in the city a number of initiatives have been implemented.

A Housing Growth Board has been established to ensure a co-ordinated approach to housing delivery across Council Services.

A Key Account Management approach is being developed to bring together all services contributing to the delivery of new homes. A growth manager will lead this multi-disciplinary team, including housing officers, surveyors, planners and lawyers to focus on driving forward our priority areas.

Enabling more homes to be built requires us to provide a wider choice of land to developers. The council is currently looking at infrastructure requirements and developing a list of priorities for the city. Evidence shows us that viability can be a considerable barrier to building on brownfield land particularly in marginal housing markets and the council will be considering how best to target future resources to unlock housing delivery at the scale that the city requires.

Sheffield City Region, (SCR), has been established as the vehicle to develop a regional strategic growth plan and make the best use of resources available to support delivery. As part of this conversation with Government we are keen to establish a devolved housing fund which can be used more flexibly than current

funding structures. A detailed set of propositions have been presented to Government by SCR and a decision is expected shortly.

2 Review of what has been achieved in 2015/16

Increase the supply of new homes in the city

Non HRA activity

- 137 properties have been completed at Park Hill by March 2016, a combination of 17 social rent, and 120 sale and private rent.
- Improvements at 3 district/local centres at Spital Hill, Darnall and Attercliffe. Work started on site in November 2014 to carry out shop front improvements to Spital Hill this scheme completed in June 2015.
- In Attercliffe, the Town Team which the Council helped set up, continues to meet and plan for the centre. Plans are in place for information boards to be placed strategically round the centre giving information about the businesses and also heritage. These will be installed in Spring 2016.
- Manor Top has not as yet had improvements as this District Centre will be subject to a far wider plan of which Centres work will be part. A programme mandate has been approved by Great Place to Live Programme Board to ensure a co-ordinated approach to deliver major transformation.
- Registered Providers delivered 121 new affordable homes in the city.
- The Council has been named as the only authority in the region to have been awarded “Vanguard” status for the Right to Build pilot scheme .The Council has identified a list of 20 small, medium and large sites which are potentially suitable for custom build development. These have the potential to deliver over 200 new homes, 11 of these sites have already been marketed including Whitehouse Lane and Beighton Road. Sheffield Housing Company is nearing completion on the 293 homes to be built in Phase 1 with 246 completed by November 2015.
- The development at Norfolk Park will build 104 homes and the Parson Cross development 142 homes by 2016. Development of the third site, comprising 47 new homes built on a series of infill plots in Shirecliffe, was completed in 2015.

HRA activity

- A contractor is on site to deliver 51 new build council houses.
- 41 residents have been rehoused from Arbourthorne Fields, 24 homes have been acquired as part of the Long Term Empty Purchase and Repair Scheme.

1 general acquisition has been completed and 24 viable acquisitions are being processed.

HRA and Non HRA activity

- The final 5 households at Park Hill have been rehoused since April 2015.
- 80 long term empties were brought back into use between October 2014 and October 2015.
- Planning permission has been granted for new housing on the former King Ecgbert School site.

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

HRA Activity

- 3,200 council homes fitted with new efficient central heating systems.
- Continued to deliver the programme to install individually metered communal heating systems to a further 2,600 homes. Annual consumption figures are showing this work is generating an average saving of over £200 for customers.
- Completed the renewal District Heating Pipework at the Blackberry & Eleanor schemes.
- Continued to install cavity wall & loft insulation to any traditionally constructed properties that require work.
- Carried out essential Health & Safety improvements such as lift maintenance, electrical upgrades and asbestos management.
- The continuation of the programme of fire safety improvements to low rise flats and maisonettes with a further 5,000 homes completed.
- Completed the programme to install fire sprinkler systems to "Ranch" type properties across the city.
- Completed the Area Investment Environmental Programme and a significant amount of door entry work to blocks.
- Installed adaptations to nearly 500 homes to support people to continue to live independently in their home.
- Delivered new Flat roofs to around 1,300 homes.
- Procured 6 Pitched roofing contracts which have delivered around 4,000 new roofs.
- Procured 2 contracts to deliver Communal Area Investment this is due to start in February 2016.
- Procured 3 contracts to deliver a programme of kitchens, bathrooms, windows & doors these are due to start in February 2016.
- Acquisition and refurbishment of over 120 properties to be transformed into council homes.
- Completion of the demolition at SWaN. The demolition of the 246 "5M" type properties at Arbouthorne has begun with around 120 having been completed.

Helping younger, older and vulnerable people live independently

Non HRA Activity

- 88 low income home owners assisted to improve their homes. (87 Minor Works Grants and 1 Home Appreciation Loan).
- Exposures to hazards have been removed / reduced in 50 private rented homes. Risks have been reduced by removing hazards or conditions prejudicial to health with improvements to 420 homes
- Reduce the impact on neighbourhoods of empty homes by carrying out enforcement works to repair or improving the appearance of 30 empty homes.
- Brought 11 long term empty homes back in to use by taking enforcement action or using the threat of enforcement action.

HRA and Non HRA Activity

- 861 homes both in the council and private sector received adaptations to enable people to remain in their homes, (396 Disabled Facility Grants and Public Sector 465 Adaptations).

3 The key targets for 2016/17

Increase the supply of new homes in the city

£28.804m

Non HRA Activity

- Shop Front Improvement Scheme on London Road for up to 130 properties. Development work ongoing and planned to start on site March 16.
- Assist Registered Providers, (RP), partners to deliver 139 new homes as part of the Affordable Homes Guarantees Programme (AHGP).
- Work with RP partners in the city to deliver up to 152 homes as part of the Affordable Homes Programme.
- Continuation of the Sheffield Housing Company developments at Norfolk Park, Parson Cross and Shirecliffe.
- Sheffield Housing Company has designed a further 5 sites that constitute Phase 2. Four of the sites obtained planning approval in May 2015. The fifth site was submitted in December 2015. This work will result in a doubling of the development activity by 2016.

HRA Activity

- Rehouse 25 residents and demolish 113 properties at Arbourthorne Fields Redevelopment Scheme.
- Completion of 51 new council houses.

- Work to start on site on the Manor 8 for the development of 101 new council homes.

HRA & Non HRA Activity

- Work is on-going / progressing on the development of the 10 year Housing Delivery Investment Plan.
- Continued development of Park Hill.

Making the best use of the city's existing housing stock £72.902m

HRA Activity

- Installation of over 3,000 new central heating systems in Council homes.
- Complete the programme to install new heat meters.
- Continue to install cavity & loft insulation to homes that have not had this work completed and procure contracts to start the external wall insulation of non-traditional houses.
- The delivery of over 5,000 pitched roofs and 900 flat roofs.
- Complete the programme of work to install fire safety improvements to low rise flats and maisonettes.
- To further extend the waste recycling provision to blocks of flats
- Deliver Low Rise Communal Area upgrades to over 600 blocks.
- Deliver kitchen, bathroom window & door upgrades to over 2,000 homes.
- Complete adaptations work at homes where work is identified as being required.
- Continue to carry out essential Health & Safety works such as lift maintenance, electrical upgrades and asbestos management.
- Develop a programme of electrical works and start the delivery of upgrades.

Helping younger, older and vulnerable people live independently

£4.878m

Non HRA Activity

- Deliver 20 Home Appreciation Loans (HALs) and 75 Minor Work Grants to ensure vulnerable owner occupiers can continue to live safely in their own homes.
- Investigate medical practitioner referrals to improve health outcomes of 50 health vulnerable private sector tenants.
- Make private sector homes safer by taking action including carrying out works in default to deal with category 1 hazards or conditions prejudicial to health in 450 homes.
- Reduce the impact on neighbourhoods of empty homes by carrying out enforcement works to repair or improving the appearance of 30 empty homes.
- Bring 8 long term empty homes back in to use by taking enforcement action or using the threat of enforcement action. This includes CPO action on a case

per at an average cost of £80k and take over the management of, refurbish, and let 2 empty homes per year at average cost £30k.

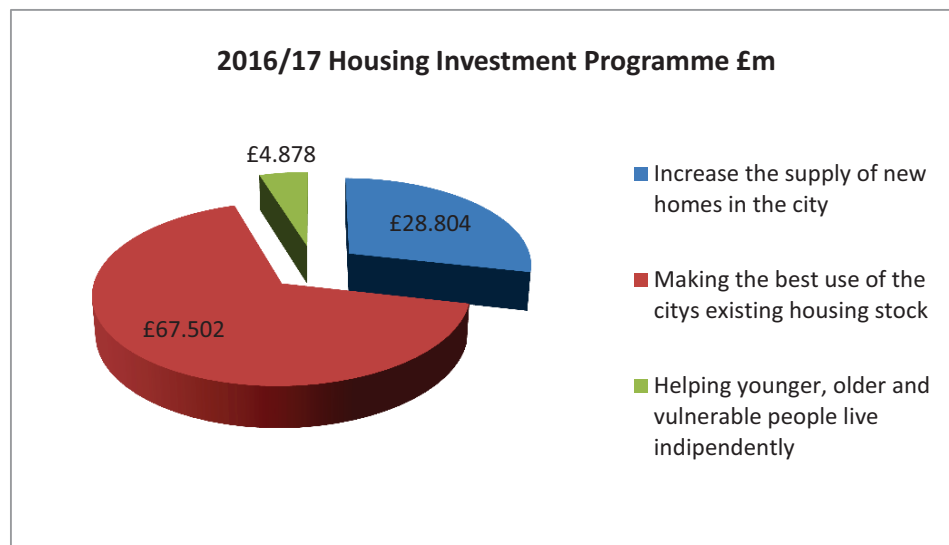
4 The 2016/17 Housing Investment Programme

In total the council expects to invest £104.568m, (including slippage), through this programme in 2015/16 as set out in Appendix 6b and 6c. The source of these funds is set out in Appendix 6a. This sum will increase as some projects will carry over both funds and work commitments from 2015/16 into 2016/17; the level of slippage is currently forecast to be in the region of £3.384m.

Investment has been prioritised in line with the three key objectives outlined below (Table 3):

Increase the supply of new homes in the city,	£28.804m
Making the best use of the city’s existing housing stock,	£67.502m
Helping younger, older and vulnerable people live independently.	<u>£ 4.878m</u>
TOTAL	£101.184m

Table 3: Three Key Objectives



As set out in previous year’s Housing 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. We are also utilising New Homes Bonus to deliver regeneration outcomes and to increase housing growth.

5 Increase the supply of new homes in the city £28.804m

Housing regeneration and housing supply,

The Council is committed to increasing the supply of homes in the city, and has secured resources from a variety of sources to achieve this. The main sources of funding for housing growth is from income from the sale of assets and through HRA “borrowing headroom”. Additional funding comes from contributions from Homes & Communities Agency and New Homes Bonus.

The New Homes Bonus Scheme is now entering its sixth year; by the end of March 2016 the council will have received £23.209m of income in the first five years. The scale of the future 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, and, above all, Government policy.

On 25th November 2015 the Comprehensive Spending Review and autumn statement set out plans to reform the New Homes Bonus, including means of sharpening the incentive to reward communities for additional homes and reducing the length of payments from 6 years to 4 years. Details of how this reform will affect the New Homes Bonus income assumptions moving forwards are currently being modelled, but it is anticipated that the future income may be significantly reduced.

The council has approved the use of these resources for projects aimed at creating housing, regeneration and economic growth within the city. A strategy has been developed aimed at delivering this growth, bringing long-term vacant homes back into use, supporting wider regeneration to improve the quality of life for residents in our neighbourhoods and encouraging private investment in building new homes.

The schemes which are currently funded or part funded from New Homes Bonus are set out below:-

- Successful Centres Programme
- London Road Shops
- Arbourthorne RAL's
- Norton Aerodrome
- New Build and Affordable Housing

The New Homes Bonus Programme for 2016/17 is £3.720m; this is broken down by capital of £2.294m and revenue of £1.426m, this report only covers the capital element of £1.259m within the Housing Investment Programme the balance of £1.035m is delivered outside of Communities.

The “Long Term Empty Purchase and Repair” scheme, which brings long term empty properties back into circulation through the HRA, the level of investment in

acquisition and new build is £25.308m of which the HCA contributes £20k per property and a contribution for staffing and project support of £227k.

Sheffield Housing Company

Sheffield Housing Company's Phase 1 development comprises of 293 new homes spread across three neighbourhoods are over 50% complete. The new homes in Parson Cross, Shirecliffe and Norfolk Park are all selling well and Sheffield Housing Company, (SHC), has supported 28 apprentices to date in addition to working with many local businesses as part of their supply chain. Phase 1 is planned to be completed in 2016. By the end of 2015 SHC will have submitted a further 5 planning applications for approximately 480 new homes on 5 more sites across the city. This will be Phase 2 and will see SHC start to develop housing in Manor and Fir Vale during the year.

In 2015/16 the council will continue to support 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.

Investment in new affordable homes

The Homes & Communities Agency (HCA) has provided funding for new affordable housing through the Affordable Homes Programme (AHP) and the Affordable Homes Guarantees Programme (AHGP).

Local Registered Providers (RPs) secured £7m funding from AHGP 2014/17, which together with RPs' private funding represents approximately £27m of investment. 122 homes should be completed through this route by the end of 2015/16 including:

- Regeneration schemes at Burngreave and Darnall.
- Older persons housing at Wisewood.

A further 139 homes should be completed through the AHGP in 2016/17, including:

- Regeneration schemes at Wybourn.
- Older persons housing at Jordanthorpe.

Local RPs also secured approximately £5.5m HCA grant funding from the first tranche of the 2015/18 AHP. Some of this funding is likely to be handed back to the HCA before start on site due to reductions in rents making some schemes unviable. However, most schemes are expected to go ahead and up to 152 homes are expected to be completed through the AHP in 2016/17, including:

- Regeneration schemes at Arbourthorne, Hyde Park, Beighton and Manor Park.
- Older persons housing at Shiregreen.

The full implications of the Comprehensive Spending Review have yet to be fully assessed at this point in time.

Capital for Housing Improvement and Regeneration

The projects below are in the approved capital investment programme:

HRA Regeneration

£2.655

- Park Hill, All residents are rehoused and the work is ongoing to ensure that the empty building is secured until the units are redeveloped.
- Arbourthorne Fields, 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 rent through Sanctuary Housing Association.

All households have been declared, rehousing is progressing well and ahead of predicted timescales. 110 properties have been demolished in the financial year 2015/16. Residents affected by the demolition were able to have first access to the new Sanctuary older persons flats and 2, 3 and 4 bedroom family houses. Affected residents also have demolition priority to other council and housing association homes in the Arbourthorne and Norfolk Park areas of the city.

Programme Management

£0.296m

The staffing and professional support services costs incurred in the planning, management and delivery of the programme and professional fees.

Essential Health and Safety

£0.046m

This includes a budget for emergency demolition of houses and garages.

Regeneration

£25.806m

Council Housing New Build

Phase 1 of the New Build Council Housing project is on site at Darnall and Manor with completion of 51 homes due in autumn 2016. Phase 2 comprises 38 homes on the Weakland estate at Birley and is due on site in Spring 2016 with completion in Spring 2017.

Further phases are under consideration including new supported housing for older people and people with disabilities.

Long Term Empties Purchase and Repair

The Long Term Empty (LTE) Purchase & Repair scheme will deliver 45 properties over 3 years as part of the wider stock increase programme. This is part funded by the Homes & Communities Agency as part of the HCA's Affordable Homes Programme 2015/18. The properties will be acquired, refurbished and the added to

the council stock for social housing. The properties must have been empty for 6 months or more to qualify for purchase, they must be financially viable for the council to acquire and be in areas where we have demand for housing. So far the LTE Purchase & Repair scheme has acquired 16 long term empty properties in 2015/16 with an end of year figure expected to be 24.

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

£67.502m

The review of the Housing Revenue Account (HRA) Business Plan

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. A separate report updating the HRA Business Plan for 2016/17 was agreed by Cabinet on 13th January 2016. 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.

Heating & Insulation

£10.837m

There are boilers remaining across the city that are classified as obsolete and need replacing. The backlog of obsolete heating has been tackled systematically since 2009 and should see the completion of the original Obsolete Heating Programme. In 2016/17 £7.0m 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 2016/17 3,000 homes will benefit from the planned boiler replacement of old systems. Following the completion of the Obsolete Programme the priority will be to ensure that all heating systems that are older than 15 years are renewed and that this cycle of replacement is maintained.

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. The number of boiler breakdowns has reduced over the previous year as a result of the planned Obsolete Programme therefore the budget for 2016/17 has been reduced to £1.0m.

The heat metering element of this programme commenced in 2014 and will complete by the end of 2017, at the end of this 6,000 homes in the city will benefit from this work. These homes receive their heating through either the Veolia District Heating network or through grouped heating / estate boiler plants with heat metering equipment. This will allow tenants, leaseholders and freeholders the opportunity to only pay for the heat they use.

There is a budget of £0.372k for the continuation of the scheme to install cavity and loft insulation to homes that have not had this work completed and procure contracts to start the external wall insulation of non-traditional houses.

This programme follows major investments in the efficiency of the boiler plant rooms and internal heating controls.

Community Heating

£0.905m

A review of the underground District Heating and Community Heating distribution system has taken place to assess its condition. Following a review of District heating in 2016/17 this budget may be required to replace underground distribution pipe-work that has reached the end of its useful life and should avoid repeat breakdowns and revenue repairs costs. This budget will complement the heat metering improvements mentioned above.

Essential Investment Work (Health & Safety)

£1.915m

Minimising fire risk in blocks of flats, this has become a regular item of expenditure following the fire at Lakanal House, Camberwell in London in July 2009. Risk assessments for all archetypes in the city were carried out and a programme has been underway for a number of years 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 Programme

£47.740m

The following activity is included within the Elemental Programme:-

Kitchens, Bathrooms, Windows & Doors

This programme of work will continue 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 be delivered in two stages. The first stage will complete work to homes that had no work carried out during the Decent Homes Programme. Phase 2 will complete elemental work those homes that only had partial work completed during the Decent Homes programme.

Communal Areas Investment

A programme of communal area refurbishment for low rise flats is ongoing, this started on site in 2015/16. This work is complementing the decent homes work in the city and helps improve the sustainability of blocks. This is been done by refurbishing all low rise 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 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.

Electrics

A budget has been set for electrical work this will develop and deliver the future strategy and approach for electrical installations in the Council Housing stock. Many upgrades of systems were carried out as part of the Decent Homes programme particularly around the kitchen/bathrooms work however electrical installations to blocks and remaining parts of properties have not been invested in. A programme needs to be brought forward to deal with this backlog of work.

Roofs and Externals

This work includes replacement of flat and pitched roofs, rainwater goods and external fascia's/soffits 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 of 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. Work began in 2014/15 and will be completed in 2019/20.

Waste/Waste Management Improvements

£1.328m

This project will include completing recycling facilities provision to blocks of flats in the city which require specific facilities. It is also anticipated that some bin chute closure work will be undertaken alongside this recycling work at some maisonette blocks which will provide a complete waste disposal solution.

Garages

£1.172m

Investment of almost £4m is proposed over a 4 year period to 3,402 garages. 1291 garages and garages sites are not sustainable and it is proposed that these garages are demolished. This will secure the viability of garages for the long term and some sites may offer sites for new council house development.

Programme Management

£3.163m

The staffing, professional support services costs incurred in the planning, management, delivery of the programme.

PSH Empty Properties

£0.120m

The Council needs as a last resort to be able to take action to reduce the impact that empty properties have on the neighbourhood by serving enforcement notices and carrying out works when owners are non-compliant. Debts created can give rise to

enforced sale procedures which lead to a change in ownership as a precursor to return to occupation. CPO action is also sometimes warranted. Empty property management orders allow the Council to take over and let homes after carrying out any necessary works to bring them to an appropriate standard for letting. The ability to carry out or threaten to carry out such actions is a key enforcement tool for which a budget is an essential requirement.

7 Helping younger, older and vulnerable people live independently. £4.878m

Disabled Facilities Grants for Owner Occupiers £2.000m

This will be funded by £1.950m capital grant from Government through the Better Care Fund. In previous years the council has contributed £0.500m of its own resources. Due to the low level of capital receipts and other calls on this resource the match funding the council has previously provided is no longer available at this level but £0.050m has been identified as match funding. However this lower level of match funding may result in households waiting longer for adaptations in their homes and a waiting list may 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 2016/17 period and that 30% (120) 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 may 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 2016/17.

Minor Works Grants £0.150m

This project helps the vulnerable elderly owner occupiers to remain safe, secure and healthy in their homes by funding up to £2,000 of minor repairs per grant. Approximately 75 homes will benefit for each year of £0.15m investment, relieving pressure on home care services, hospitals and care homes.

Private Housing Standards £0.130m

The Council is under a statutory duty to take action to deal with private rented properties where there is a Category 1 hazard or a statutory nuisance. We work with landlords to seek compliance thorough cooperation, however where necessary we do have to resort to enforcement action. This can be carrying out works in default or prohibiting the use of part or the whole dwelling. In some cases for the Council may wish to assist landlords to meet required property standards or achieve higher property standards where appropriate to do so.

Such cases for example could include works necessary to tackle childhood asthma or additional costs of fire protection to allow for residential careers for vulnerable adults.

Homes and Loans**£0.635m**

This 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.

Sheffield Homes and Loans**£0.100m**

The current budget is fully committed and has been allocated to cases of extreme need where owner occupiers could not sustain continued occupancy of their homes without financial intervention and advice and guidance from housing officers. Further requests for assistance have had to be refused. The recent Building Research Establishment, (BRE), house condition survey shows that there are an increasing number of cases in similar need in the private sector. There is no other form of assistance for to Owner Occupiers to help them stay in their own homes. Funds do not often recycle back into the pot which evidences that this secures homes for people for the long term reducing pressure on council housing and care.

Adaptations**£1.863m**

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 stair lifts and ramps have been implemented to reduce costs. The budget will meet the demand of new requests and also refurbishment of older adaptations in 2016/17.

Neighbourhoods Investment Programme 2016/17 to 2020/21

Resources for Investment in Council Housing	£000's 2016/17	£000's 2017/18	£000's 2018/19	£000's 2019/20	£000's 2020/21
Major Repairs Reserve/Capital	82,316	78,000	54,200	45,000	48,700
Additional Borrowing	0	0	14,300	19,200	4,700
Other Capital Contribution	3,200	2,000	500	400	400
HRA RTB Receipts (LA Share)	9,900	6,600	5,500	4,300	1,100
Sub Total HRA	95,416	86,600	74,500	68,900	54,900
HRA Slippage	3,384	0	0	0	0
Total HRA Resources	98,800	86,600	74,500	68,900	54,900
Resources for Other Investment					
Sub-regional Loan Contributions	635	541	0	0	0
New Homes Bonus	530	50	0	0	0
Disabled Facilities Grants (Better Care Fund)	1,950	1,950	1,950	1,950	1,950
Capital Receipts	0	0	0	0	0
Capital Receipts - RTB	1,731	0	0	0	0
Capital Receipts - Land	500	500	500	500	500
Capital Receipts - RTB Preserved	422	349	339	404	346
Corporate Resource Pool	0	0	0	0	0
Sub Total General Resources	5,768	3,390	2,789	2,854	2,796
Non HRA Slippage	0	0	0	0	0
Total General Resources	5,768	3,390	2,789	2,854	2,796
Grand Total Resources	104,568	89,990	77,289	71,754	57,696
Programme Total	104,568	89,990	77,289	71,754	57,696
Check Total	0	0	0	0	0

NB The Capital funding figures, including borrowing, are indicative at this stage. During 2015/16 the debt management strategy will seek to maximise savings on interest rates which will be used to benefit the HRA funding and borrowing positions.

Neighbourhoods Investment Programme 2016/17 to 2020/21

Spending	£000's 2016/17	£000's 2017/18	£000's 2018/19	£000's 2019/20	£000's 2020/21
Helping younger, older and vulnerable people to live independently	4,878	4,853	4,404	4,580	4,880
Increase the supply of new homes in the city	28,804	18,448	17,274	17,653	334
Make best use of the city's existing housing stock	67,502	66,689	55,611	49,521	52,482
Sub Total	101,184	89,990	77,289	71,754	57,696
<i>Slippage</i>	3,384	0	0	0	0
Grand Total	104,568	89,990	77,289	71,754	57,696
Funds	104,568	89,990	77,289	71,754	57,696

Neighbourhoods Investment Programme 2016/17 to 2020/21

Spending	£000's 2016/17	£000's 2017/18	£000's 2018/19	£000's 2019/20	£000's 2020/21
Adaptations and Access	1,863	1,932	2,024	2,200	2,500
Communal Areas Investment	5,878	5,970	3,420	5,200	5,000
Community Heating	905	385	1,062	1,155	1,380
Electrics	1,800	6,866	6,866	6,866	4,719
Essential Health & Safety	2,286	1,730	1,020	637	770
Garages	1,172	1,202	0	0	0
Heating	10,837	7,094	7,594	8,094	8,313
HRA Regeneration	845	0	0	0	0
Kitchens, Bathrooms, Windows & Doors	11,000	11,300	7,306	6,560	17,300
New Build & Acquisitions	25,258	18,038	16,914	17,314	0
Other Planned Elementals	268	2,000	2,000	4,250	0
Private Sector	3,135	3,041	2,500	2,500	2,500
Regeneration	2,359	68	18	18	18
Roofs & Externals	28,790	25,822	23,105	13,500	11,736
Waste Disposal	1,328	1,082	0	0	0
Programme Management	3,460	3,460	3,460	3,460	3,460
Sub Total	101,184	89,990	77,289	71,754	57,696
<i>Slippage</i>	<i>3,384</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Grand Total	104,568	89,990	77,289	71,754	57,696
Funds	104,568	89,990	77,289	71,754	57,696

Transport Capital Programme 2016/17

The National Context

1. The LTP is a statutory document that sets out how transport will help support the development of the Sheffield City Region (SCR) over the next 15 years. It comprises a 15 year strategy document covering the Sheffield City Region (2011-2026), together with a series of annual capital programmes for South Yorkshire.
2. The Better Buses Area Fund (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.
3. 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 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

4. 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.
5. 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 and Communities
 - Sustainable and Safe transport
 - Reducing carbon emissions
6. 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).

7. Principles of Sheffield's Plan for Transport

- Segregated networks for public transport, walking, cycling and private cars *reducing conflict and accidents and offering improved transport speed, capacity and choice*
- Integration between all modes – thus Park and Ride from city outskirts; bike parking / hire and family friendly dedicated cycling / walking routes to bus and tram stops and key destinations *allowing faster public transport journeys and transforming connectivity*
- A “Metro” style public transport network for the city region integrating bus, tram, tram-train and rail *offering London Underground style simplicity and user confidence in interchange opportunities*
- Mode shift – from private car to walking and cycling for trips typically under two miles and from private car to public transport and cycling for trips under five miles *freeing up road capacity for essential journeys (and the mobility restricted), improving health, air quality and workforce productivity along with access to work and training*
- A defined network of “distributor” roads, engineered to 30mph speed limits (or higher where possible) legible for motorists and road freight and *designed to keep traffic flowing, physically protecting vulnerable users from danger and discomfort and reducing accidents and delays. Fewer major junctions, reducing stop-start motoring*
- Managed traffic volumes and speeds in residential and other areas, distinct from the distributor network *providing high quality, liveable neighbourhoods supporting 20mph speed limits with safe walking and cycling environment and minimising turning movements, traffic signals etc.*

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 in 2016/17 is expected to be around £2.3m
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 was awarded to Sheffield City Council for improvements to Penistone Road.

10. The “Better Buses Area Fund” completed in March 2014. 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, SYPTTE 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 SYPTTE) 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.

12. 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. Once developed the full programme will be taken through the Strategic Priority Programme Board for approval to ensure that the proposed work delivers benefits which are consistent with the Council’s Corporate Plan.

14. The Council will work with the South Yorkshire Integrated Transport Authority to make best use of the available funds.

15. 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” which ends in 2017/18 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 achieve 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.

Sheffield City Region Investment Fund Programme (SCRIF)

16. The Council has agreed a deal with Central Government to devolve up to £500m of investment funds previously controlled by central government. Some of this will be available for transport schemes and can be used by the city region to create significant infrastructure projects to improve connectivity across South Yorkshire, North Derbyshire and North Nottinghamshire. The bidding process for these funds is via the City Region.

The “Better Bus Area” (BB2) Programme

17. 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
18. The current proposals for next year would see £2.9m invested and indicative allocations are given below:
19. 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.

Proposed 2016/17 Local Transport Plan Programme

20. 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 kerbs, 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.
- 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.
- Traffic Management schemes – including small scale traffic signal enhancements and camera enforcement schemes
- Public Rights of Way improvements – a rolling annual programme to maintain local footpaths

Details of these schemes can be found in Appendices 9 and 10.

22. Arising from the above and recognising the overall imperative to align the Capital Programme as much possible with Amey’s “core” programme, the following indicative Programme Blocks are proposed:

Draft 2016/17 LTP Programme by Block Allocation	£ million
Road Safety schemes	0.6
Action linked to “Streets Ahead” Programme	0.6
Contribution to Bus Rapid Transit North project	0.5
Traffic management schemes	0.5
Public Rights of Way	0.1
Total (£2.6m provisionally available)	2.3

Detail project proposals will be brought forward via the Programme Boards as part of the Council’s capital approval process. These numbers are not included within Appendices 9 and 10.

Proposed 2016/17 Better Buses Area Fund 2 Programme

23. Projects are currently being worked up to invest over £4m in various bus corridors across the city to improve network reliability.

Regeneration Programme

The National Context

1. Over the last five years, central government policy on capital funding for economic stimulation projects has changed. There has been a move towards investments in projects which repay the original capital either through a direct repayment of the loan or grant from the profits of the project, or higher business rates for local authorities like the TIF schemes (see paragraph 95).
2. The government has sought to create regional funds (like the Local Growth Fund) where cash allocations are made through the Local Enterprise Partnerships (LEPs). The BRT North project has obtained a £2.3m loan to cash flow the project until local building developments generate CIL earnings to repay the loan.
3. In the future, government policy may further devolve funding for skills, transport, regeneration projects and other capital spending decisions to City Region authorities with the involvement of the Local Enterprise Partnerships (LEP) in capital allocation decisions

The Local Agenda

4. In practice this means that there is a substantial fund known as the Sheffield City Region Investment Fund (SCRIF) which is available to the leaders of the Sheffield City Region (SCR) to allocate and transform the infrastructure and economy of the SCR.
5. The Council has already succeeded in securing £5m public realm improvements for the Grey-to-Green in the West Bar area and to develop a high quality campus around the University of Sheffield. Further bids will be made for projects to develop the city centre around Castlegate, Fitzallan Square to Paternoster Row and , promote an industrial development at Claywheels Lane.
6. The biggest scheme under the development is the Sheffield Retail Quarter (also known as the New Development District). For the moment this is being wholly funded by the Council as it acquires the necessary parcels of land and develops the blue print for the scheme. This work will be completed to enable the process for selecting the development partner of land. The options for structuring the property deal are being finalised and will be presented to Cabinet. The potential for the Council to work up the project to create an investment grade opportunity and either seek a forward sale with interim funding or fund the scheme directly is also being considered.

7. These schemes support the Council's strategy to create a revitalised city centre which will drive footfall and business creating jobs and grow the economy of the city.
8. The regeneration of the city extends beyond the city centre. In the Lower Don Valley the Council has a number of initiatives aimed at regenerating the area. This strategy is based upon securing the future of the established businesses through better flood defences, creating new businesses by remediating the site of the former Don Valley Stadium for use as an Advanced Well-being and Research centre, and creating new homes and schools in the area to support the growth of the community.
9. Other joint initiatives with Rotherham Metropolitan Borough Council over Sheffield – Rotherham Economic Corridor and national investment like the Tram-Train project should further strengthen the development of the area.
10. Plans are also being drawn up to regenerate the Upper Don Valley to create more employment and housing from Parkwood right through to Stocksbridge and Deepcar. These will be brought forward in due course.

The Capital Programme 2016-17

11. The key components of the 2016-17 Capital Programme include SRQ (£58.8m), Grey to Green, demolition of Castle Market (£2.8m), the remediation and development of the Olympic Legacy Park (£5.7m) and £16m for the construction of the Lower Don Valley Flood defences.
12. These schemes have a relatively long time frame for delivery. Some benefits will be seen immediately in 2016-17 but other schemes will continue to the end of the decade.

The Expected Benefits

13. Through these works the Council aims to promote more economic activity, create a better public realm and the lift overall national standing of the city.

Summary of 2016/17 Capital Projects by Portfolio

Appendix 9

2016-17 Approved Capital Programme

Values in £'000s	Expenditure					Total
	Current Year Outturn	2016-2017	2017-2018	2018-2019	2019-	
Resources	7,603	1,412	-	-	-	9,015
CYPF	33,495	29,329	16,418	363	330	79,935
Communities	362	315	-	-	-	677
Regeneration & Leisure	99,053	28,824	1,784	-	-	129,661
Housing Programme	81,419	104,568	89,990	77,289	129,450	482,717
Highways	17,039	3,916	529	-	-	21,484
Corporate	30,574	26,803	38,350	-	-	95,727
Total	269,547	195,166	147,073	77,652	129,780	819,218

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 Company: 00001 SHEFFIELD CITY COUNCIL
 Programme: *All
 Directorate: RESOURCES
 Service: *All
 Division of Service 1: *All
 Division of Service 2: *All
 Division of Service 3: *All
 Division of Service 4: *All
 Manager: *All
 Business Unit / Project: *All
 Approval Status: Approved or Requested Approval Versions
 Stage: 10 Project Planning - 90 Disposal

	Values in £000s									
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Expenditure
00001 SHEFFIELD CITY COUNCIL										Total
RESOURCES										
FINANCE										
BUSINESS CHANGE & INFO SOLNS										
^OFFICE ACCOMMODATION										
^OFFICE ACCOM EFFICIENCIES				8,026	677	23				700
^OFFICE ACCOM EFFICIENCIES				248	1,475	47				9,548
^WORKSTYLING				1,595	161					409
90079 - CARBROOK UTC RELOCATION	SEP 2015	MAR 2017	Approved - Active	186	530					2,318
90120 - MOORFOOT	APR 2010	MAR 2017	Approved - Active							716
90133 - HOWDEN HOUSE ACCOMM STRATEGY	SEP 2011	MAR 2016	Approved - Active							
90140 - PROJECT DELIVERY COSTS	APR 2013	MAR 2016	Approved - Active							
90141 - IT WORKSTREAMS	APR 2013	MAR 2017	Approved - Active							
TRANSPORT										
^TRANSPORT SERVICES										
^TRANSPORT SERVICES				1,569	221					1,790
^TRANSPORT SERVICES										
90138 - VEHICLE & PLANT EFFICIENCY 13-	JAN 2013	MAR 2016	Approved - Active							
^PROPERTY AND FACILITIES MANAG										
^P&FM CAPITAL SCHEME										
^CIVIC ACCOMMODATION										
^CIVIC ACCOMMODATION										
CENTRAL TRANSPORT										
90149 - TOWN HALL ESSENTIAL WORKS	AUG 2015	MAR 2016	Approved - Active		101					101
^P&FM CAPITAL SCHEME										
^P&FM CAPITAL SCHEME										
^LIBRARIES										
90066 - CENTRAL LIBRARY (Q00010)	NOV 2015	MAR 2016	Approval Requested		124					124
^OTHER INFRASTRUCTURE				1	(1)					-
90062 - ELLESMERE CTR & ROOF & FRA (Q00073)	DEC 2014	OCT 2015	Approved - Active							50
90065 - RADON WORKS (Q00073)	SEP 2015	MAR 2016	Approved - Active		50					100
90073 - RENEWAL OF PLANT & EQP PROG	NOV 2015	MAR 2016	Approval Requested		100					20
90075 - PLANT RENEWALS PROG (Q00073)	NOV 2015	MAR 2016	Approval Requested		20					

Values in £'000s	Project Start	Project End	Approval Status	Expenditure						Total		
				-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-			
*OTHER												
90020 - VOLUNTARY REGISTRATION	JUN 2013	MAR 2016	Approved - Active	396	79							475
92356 - MILLENIUM GALLERY LIFE CYCLE	APR 2010	MAR 2016	Approved - Active	623	61							683
94412 - FIRRISK ASSESSMENT PROGRAMME (Q00073)	APR 2010	MAR 2016	Approved - Active	76	132							208
97899 - PATH RESURFACING PROGRAMME (Q00007)	APR 2010	JAN 2016	Approved - Active	292	174							467
*ROOF RENEWAL												
90064 - LOVE STREET DDA (Q00006)	JAN 2015	JUL 2015	Approved - Active	0	45							45
90145 - PARK LIBRARY/COMM ROOF RENEWAL (Q00021)	DEC 2014	MAR 2016	Approved - Active	0	575							576
*FIRE SAFETY MANAGEMENT												
90027 - DARNALL FRA WORKS (Q00073)	DEC 2013	MAR 2016	Approved - Active	11	359							370
90148 - STOCKSBRIDGE LIBRARY FRA (Q00073)	APR 2015	MAR 2016	Approved - Active	0	305							305
90150 - FRA WORKS 15-16 (Q00073)	AUG 2015	AUG 2016	Approval Requested		108	1,342						1,450
*ALLOTMENT INVESTMENT												
90024 - ALLOTMENT INVESTMT PROG 13-14 (Q00002)	APR 2013	JUN 2015	Approved - Active	41	4							46
COMMUNITY BLDGS TEAM												
COMMUNITY BLDGS TEAM												
97941 - CBT WINCObANK COMMUNITY BLDG	APR 2012	MAR 2016	Approved - Active	51	320							372
*LIBRARIES												
94362 - LIBRARY WORKS	JAN 2012	MAR 2016	Approved - Active	0	100							100
ASBESTOS SCHEMES												
ASBESTOS SCHEMES												
ASBESTOS SCHEMES												
ASBESTOS SCHEMES												
Q00050 - ASBESTOS SCHEMES	APR 2011	MAR 2016	Approved - Active		150							150
HEALTH & SAFETY COMPLIANCE												
HEALTH & SAFETY COMPLIANCE												
HEALTH & SAFETY COMPLIANCE												
HEALTH & SAFETY COMPLIANCE												
Q00073 - HEALTH & SAFETY COMPLIANCE	DEC 2012	MAR 2016	Approval Requested		1,009							1,009
Total				13,116	7,603	1,412	-	-	-	-	-	22,131

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 Company: 00001 SHEFFIELD CITY COUNCIL
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 Directorate: CYPF
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 Division of Service 1: *All
 Division of Service 2: *All
 Division of Service 3: *All
 Division of Service 4: *All
 Manager: *All
 Business Unit / Project: *All
 Approval Status: Approved or Requested Approval Versions
 Stage: 10 Project Planning - 90 Disposal

	Expenditure						Expenditure			
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017		2017-2018	2018-2019	2019-
00001 SHEFFIELD CITY COUNCIL										
CYPF										
^BASIC NEED PROVISION										
^CAPITAL DELIVERY UNIT										
^PRIMARY POPULATION GROWTH										
^PRIMARY POPULATION GROWTH 2										
^EXTENSION										
90678 - FEASIBILITY & DESIGN	JAN 2008	MAR 2016	Approved - Active	528	150					677
^MAINLINE PROGRAMME										
^CAPITAL PROGRAMME										
^DEVELOPMENT										
90732 - NEW PMY - WATERMEAD (Q00061)	NOV 2012	MAR 2016	Approved - Active	5,623	98					5,721
90762 - TINSLEY PRIMARY (Q00061)	JUN 2014	APR 2017	Approval Requested	255	3,233					9,000
90763 - ROWAN EXPANSION (Q00061)	JUN 2014	MAR 2016	Approved - Active	200	1,685	5,511				1,886
90768 - OUGHTBRIDGE EXTENSION (Q00061)	JAN 2015	MAR 2016	Approved - Active	18	1,548					1,566
90795 - NEW PMY - NETHERTHORPE AREA (Q00061)	AUG 2015	MAR 2016	Approved - Active		20					20
90796 - FIRS HILL 2013 BULGE YEAR (Q00061)	AUG 2015	MAR 2016	Approved - Active		7					7
90797 - NEW 8FE SEC SCH - SW (Q00061)	AUG 2015	MAR 2016	Approved - Active		13					13
90798 - 1FE EXPANSION - ECCLESALL INF (Q00061)	AUG 2015	MAR 2016	Approved - Active		20					20
90800 - CARTERKNOWLE REFIT-1FE CLIFF (Q00061)	SEP 2015	MAR 2016	Approved - Active		6					6
90801 - SOUTH WEST 2FE EXPANSION T/P (Q00061)	AUG 2015	MAR 2016	Approved - Active		10					10
90802 - NEW 5FE SEC SCH NE - WOODSIDE (Q00061)	AUG 2015	MAR 2016	Approved - Active		11					11
90803 - 1FE ADDITIONAL PMY PROV N (Q00061)	AUG 2015	MAR 2016	Approved - Active		17					17
90806 - OUGHTBRIDGE DINING POD (Q00061)	OCT 2015	MAR 2016	Approved - Active		350					350
Basic Need										
Basic Need										
Basic Need										
Q00061 - Basic Need										
^BSF										
^CAPITAL DELIVERY UNIT										
^WAVE 1										
	APR 2011	MAR 2018	Approval Requested		-	13,828	16,220			30,048

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 Division of Service 4: *All
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 Business Unit / Project: *All
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		Expenditure							Expenditure		
		Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Total
Values in £000s											
^WAVE 4											
^REFURB											
90620 - KING EDWARDS (UP)											
90624 - BIRLEY											
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											
90621 - BRADFIELD											
^CAPITAL MAINTENANCE											
^P&FM CAPITAL SCHEME											
^PRIMARY PRIORITISATION PROG											
^REFURB											
^REFURB											
90691 - PMY MAINT. EMERGENCY WORKS (Q00060)											
90730 - CAP MAINT - RADON EXTRACTION											
90743 - FRA WORKS PROGRAMME (Q00060)											
90756 - PCMP - WALKLEY PMY HM&E (Q00060)											
90757 - FRA WORKS PROGRAMME - 14/15 (Q00060)											
90758 - LYDGATE INFANTS - MECHANICAL (Q00060)											
90765 - MANOR LODGE STRUCTURAL (Q00060)											
90766 - REIGNHEAD PMY - HEATING (Q00060)											
90771 - ADAPTATIONS (Q00060)											
90779 - PIPWORTH PMY - PLANT ROOM (Q00060)											
90780 - GLEADLESS PMY (J) - PLANT ROOM (Q00060)											
90781 - BROOK HOUSE JNR - PLANT ROOM (Q00060)											
90782 - ROYD NURSERY INFANTS- PLANT RM (Q00060)											
90783 - WOODSEATS PMY - PLANT ROOM (Q00060)											
90784 - RIVELIN PMY - PLANT ROOM (Q00060)											
90785 - FIRSHILL PMY - BOILER REPLACE (Q00060)											
90787 - BALLFIELD - PLANT ROOM (Q00060)											
		APR 2010	MAR 2016	Approved - Active	19,887	79					19,966
		MAY 2010	MAR 2016	Approved - Active	19,739	39					19,778
		MAR 2011	MAR 2016	Approved - Active	1,003	1,860					2,863
		JAN 2010	MAR 2016	Approved - Active	3,760	38					3,799
		MAR 2010	MAR 2018	Approved - Active	1,690	156	24	18			1,888
		JAN 2008	APR 2018	Approved - Active	3,899	578	130	150			4,757
		APR 2010	MAR 2016	Approved - Active	2,686	14					2,700
		JUL 2011	MAR 2016	Approved - Active	401	749					1,150
		SEP 2012	MAR 2016	Approved - Active	17	33					50
		APR 2013	MAR 2016	Approved - Active	772	22					794
		MAR 2014	MAR 2016	Approved - Active	626	74					700
		APR 2014	MAR 2016	Approved - Active	99	979					1,079
		APR 2015	MAR 2016	Approved - Active	481	132					613
		JAN 2015	AUG 2015	Approved - Active	0	50					50
		APR 2015	MAR 2016	Approved - Active		225					225
		APR 2015	MAR 2017	Approval Requested		100					100
		APR 2015	MAR 2016	Approved - Active		244	1,040				1,283
		APR 2015	MAR 2016	Approved - Active		87					87
		APR 2015	MAR 2016	Approved - Active		92					92
		APR 2015	MAR 2016	Approved - Active		93					93
		APR 2015	MAR 2016	Approved - Active		106					106
		APR 2015	MAR 2016	Approved - Active		80					80
		APR 2015	MAR 2016	Approved - Active		85					85

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 Division of Service 4: *All
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 Business Unit / Project: *All
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 Stage: 10 Project Planning - 90 Disposal

	Values in £'000s		Expenditure						Total	
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019		2019-
90788 - WISEWOOD SP CTR- WATER HEATER (Q00060)	APR 2015	MAR 2016	Approved - Active		13					13
90789 - HUCKLOW PMY 4-11 - WARM AIR UN (Q00060)	APR 2015	MAR 2016	Approved - Active		25					25
90790 - RAINBOW FORGE -HME (Q00060)	APR 2015	MAR 2017	Approval Requested		132	988				1,119
90791 - PMY MAINT MEERSBROOK WIN-ROOF (Q00060)	APR 2015	SEP 2016	Approval Requested		53	401				454
90792 - PMY MAINT BRADWAY ROOF (Q00060)	APR 2015	SEP 2016	Approval Requested		30	195				224
90793 - PMY MAINT SHORTBROOK WINDOWS (Q00060)	APR 2015	SEP 2016	Approval Requested		33	219				252
^CAPITAL DELIVERY UNIT										
^MAINLINE PROGRAMME										
^REFURB										
90479 - POST IMPLEMENTATION										
^CYP OTHER SCHEMES										
^CHILDRENS COMMISSIONER										
^SPECIAL EDUCATIONAL NEEDS										
^CYP OTHER SCHEMES										
^EQUIPMENT										
90548 - SCHOOLS ACCESS INITIATIVE										
CYP CAPITAL SCHEMES										
^CYP OTHER SCHEMES										
^CYP OTHER SCHEMES										
CYP CAPITAL SCHEMES										
90764 - PRINCE EDWARD PRIMARY (Q00060)										
^EARLY YEARS										
^CHILDRENS COMMISSIONER										
^CYP OTHER SCHEMES										
^CYP OTHER SCHEMES										
SCHOOL KITCHENS										
^BUSINESS STRATEGY										
^CYP OTHER SCHEMES										
^CYP OTHER SCHEMES										
^KITCHEN										
90755 - EXPANSION -FSM PROV (INFANTS)										
^SHORT BREAKS FOR CHILDREN										
^CHILDRENS COMMISSIONER										
^CYP OTHER SCHEMES										
^CYP OTHER SCHEMES										
Total										

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 Division of Service 2: *All
 Division of Service 3: *All
 Division of Service 4: *All
 Manager: *All
 Business Unit / Project: *All
 Approval Status: Approved or Requested Approval Versions
 Stage: 10 Project Planning - 90 Disposal

	Values in £000s						Expenditure				Total
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-		
AHDC 90745 - THORNBRIDGE ACCESSIBLE UNIT	JUL 2014	MAR 2017	Approval Requested	90	88	722				900	
^OTHER CYP SCHEMES											
^CHILDREN & FAMILIES											
^CYP OTHER SCHEMES											
^DEMOLITIONS											
^CHILDRENS COMMISSIONER											
^CYP OTHER SCHEMES											
^OTHER											
90769 - ALDINE HOUSE - SUNDRY WORKS	JAN 2015	MAR 2016	Approval Requested	67	6					73	
90770 - ALDINE HOUSE - EXTENSION	MAR 2015	MAR 2016	Approval Requested	5	171					176	
90773 - ALDINE HOUSE - 2 BED EXTENSION	APR 2015	MAR 2016	Approved - Active		29					29	
90774 - ALDINE HOUSE - SECURITY UPGRAD	APR 2015	MAR 2016	Approved - Active		18					18	
90775 - ALDINE HOUSE - INTERNAL REFURBS	JUL 2015	SEP 2016	Approved - Active		44					44	
90794 - ALDINE HOUSE HEATING (Q00060)	NOV 2015	SEP 2016	Approved - Active		107	95				202	
90807 - ALDINE HOUSE BEDROOM REFURB	NOV 2015	MAR 2016	Approval Requested		13					13	
90808 - ALDINE HOUSE UNDERCROFT AREA2	NOV 2015	MAR 2016	Approval Requested		31					31	
^INVEST TO SAVE											
^INVEST TO SAVE											
90704 - FOSTER CARER HOUSING ENHANCE	SEP 2011	MAR 2017	Approval Requested	130	197	75				402	
^CAPITAL RECEIPT											
^CAPITAL DELIVERY UNIT											
^MAINLINE PROGRAMME											
^CYP OTHER SCHEMES											
^INFRASTRUCTURE											
90361 - BSF PH1 - INFRASTRUCTURE	JAN 2008	MAR 2016	Approved - Active	4,022	15					4,037	
^DEVOLVED FORMULA CAPITAL											
^CAPITAL DELIVERY UNIT											
^MAINLINE PROGRAMME											
^CYP OTHER SCHEMES											
90448 - SF DEVOLVED CAPITAL 2011-12	APR 2011	MAR 2018	Approved - Active	8,398	1,604	1,400				11,402	
^CAPACITY, PLANNING & DEVELOPM											
^MAINLINE PROGRAMME											
^CAPITAL PROGRAMME											

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget
 Company: 00001 SHEFFIELD CITY COUNCIL
 Programme: *All
 Directorate: CYPF
 Service: *All
 Division of Service 1: *All
 Division of Service 2: *All
 Division of Service 3: *All
 Division of Service 4: *All
 Manager: *All
 Business Unit / Project: *All
 Approval Status: Approved or Requested Approval Versions
 Stage: 10 Project Planning - 90 Disposal

	Expenditure										Total
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Expenditure	
Values in £000s											
^DEVELOPMENT											
90714 - PFG2 - ACRES HILL PMY (Q000061)	DEC 2011	MAR 2016	Approved - Active	435	42						477
90734 - NORFOLK PARK PMY REPLACEMENT	APR 2013	MAR 2016	Approved - Active	2,929	1,831						4,760
90737 - GLEADLESS PRIMARY - REBUILD (Q000061)	JUN 2013	MAR 2017	Approved - Active	291	298	2,621					3,210
90746 - GREYSTONES EXPANSION (Q000061)	NOV 2013	MAR 2016	Approved - Active	745	2,805						3,550
90747 - HALLAM RECONFIGURATION (Q000061)	NOV 2013	MAR 2017	Approved - Active	311	2,395	1,757					4,462
90752 - NETHER GREEN - MOBILE REPLACE (Q000060)	JAN 2014	MAR 2016	Approved - Active	230	8						238
90761 - DON VALLEY SCHOOL (Q000061)	JAN 2014	MAR 2022	Approved - Active	8,205	7,732	40	30	363	330		16,700
90776 - DOBCROFT INFTS-1 YR EXPANSION (Q000061)	JUN 2015	MAR 2016	Approved - Active		299						299
90777 - HALFWAY INFTS -MOBILE REPLACE (Q000060)	APR 2015	MAR 2016	Approved - Active		250						250
^LOCAL DELIVERY											
^CHILDRENS COMMISSIONER											
^EXTENDED SCHOOLS											
^NEW BUILD											
LOCAL GROWTH FUND PROJECTS											
90716 - GRACE OWEN NURSERY	MAR 2012	APR 2016	Approved - Active	87	1,038						1,125
^CYP OTHER SCHEMES											
^OTHER SCHEMES											
^OTHER											
90744 - FEL CAPITAL (Q000075)	SEP 2013	MAR 2017	Approval Requested	516	425	283					1,224
Total				90,988	33,495	29,329	16,418	363	330		170,923

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001 SHEFFIELD CITY COUNCIL

Programme: *All

Directorate: COMMUNITIES

Service: *All

Division of Service 1: *All

Division of Service 2: *All

Division of Service 3: *All

Division of Service 4: *All

Manager: *All

Business Unit / Project: *All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Project Start	Project End	Approval Status	Expenditure					Total
				-2015	2015-2016	2016-2017	2017-2018	2018-2019	
Values in £'000s									
00001 SHEFFIELD CITY COUNCIL									
COMMUNITIES									
COMMUNITY SERVICES									
CARE AND SUPPORT									
^CARE & SUPPORT									
^PERFORMANCE & RESOURCES									
^PERFORMANCE & RESOURCES									
97044 - MOBILE WORKING SOLUTIONS (Q00013)	MAY 2013	MAR 2016	Approved - Active	1,080	328				1,408
97045 - SAP PROJECT (Q00013)	JUL 2013	SEP 2015	Approved - Active	390	24				414
^CC CAPITAL SCHEMES									
CC CAPITAL SCHEMES									
^OTHER CAPITAL SCHEMES									
^PROGRAMME MANAGEMENT									
^CARE & SUPPORT									
^OTHER CAPITAL SCHEMES									
^PROGRAMME MANAGEMENT									
WARM & HEALTHY HOMES									
^OTHER CAPITAL SCHEMES									
^PROGRAMME MANAGEMENT									
CC CAPITAL SCHEMES									
97056 - WARM & HEALTHY HOMES	MAR 2016	MAR 2017	Approval Requested		10	315			325
Total				1,469	362	315	-	-	2,147

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001 SHEFFIELD CITY COUNCIL

Programme: *All

Directorate: PLACE

Service: *All

Division of Service 1: *All

Division of Service 2: *All

Division of Service 3: *All

Division of Service 4: *All

Manager: *All

Business Unit / Project: *All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Project Start	Project End	Approval Status	Values in £'000s						Total
				-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	
00001 SHEFFIELD CITY COUNCIL										
PLACE										
^REGENERATION & DEVELOPMENT SE										
^PLANNING										
^ENVIRONMENTAL PLANNING SCHEME										
^OTHER PLANNING SCHEMES										
^OTHER PLANNING SCHEMES										
94456 - SPITAL HILL PUBLIC ART	NOV 2011	MAR 2014	Approved - Active	63	16					79
^OTHER PLANNING SCHEMES										
^OTHER PLANNING SCHEMES										
^OTHER										
92459 - WOODSIDE OPEN SPACE	MAY 2015	SEP 2015	Approved - Active		48					48
LOCAL GROWTH FUND PROJECTS										
92448 - FORMER NORTON AERODROME	APR 2013	MAR 2018	Approval Requested	395	1	50	304			750
^CITY DEVELOPMENT										
^CDD DEVELOPMENT										
^OTHER CDD SCHEMES										
^OTHER CDD SCHEMES										
94004 - MOOR PUBLIC REALM PHASE 2	JAN 2009	JUL 2015	Approved - Active	2,467	18					2,486
94009 - PORTER BROOK REMEDIAL WORKS	APR 2015	MAR 2016	Approved - Active	34	449					483
94010 - LDV FLOOD DEFENCE WORKS	JUL 2013	MAR 2019	Approved - Active	2,034	4,890	10,081	1,138			18,144
94012 - PORTER BROOK FLOOD STUDY	JUL 2013	JUN 2015	Approved - Active	52	23					75
94013 - GREY TO GREEN	SEP 2014	MAR 2016	Approved - Active	316	3,474					3,790
94017 - CULVERT ENHANCEMENT PROG	JUL 2015	MAR 2016	Approval Requested		197					197
94020 - BROOKHILL AREA IMPROVEMENTS	APR 2015	MAR 2017	Approved - Active		1,910	4,866				6,776
94326 - EDWARD STREET	JAN 2009	DEC 2015	Approval Requested	1,036	167					1,203
LOCAL GROWTH FUND PROJECTS										
94007 - SPITAL HILL ELLESMERE GREEN	MAR 2012	JUL 2015	Approved - Active	905	37					942
CAPITAL & MAJOR PROJECTS										
^P&FM CAPITAL SCHEME										
^DEMOLITIONS										
^DEMOLITIONS										
^DEMOLITIONS										
90012 - CASTLE MARKET DECOMMISSIONING	JAN 2013	OCT 2016	Approved - Active	1,580	2,822					4,402
^MOOR MARKETS										

	Values in £'000s						Expenditure					Total
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Expenditure		
^MOOR MARKETS												
^MOOR MARKET												
94402 - NEW MARKET DEVELOPMENT	MAR 2012	MAR 2015	Approved - Active	17,771	21							17,792
^ASSET ENHANCEMENT												
^ASSET RATIONALISATION												
^ASSET RATIONALISATION												
90014 - FARM SITES ENHANCEMENT (Q00070)	AUG 2014	MAR 2015	Approved - Active	910	8							8
90019 - BANNERDALE ASSET ENHANCE	DEC 2012	MAR 2016	Approved - Active		363							1,273
90200 - WOODHOUSE HUB (Q00065)	APR 2016	MAR 2017	Approved - Active		-	450						450
90201 - HILLSBOROUGH HUB	APR 2015	MAR 2016	Approved - Active		176							176
90202 - RELOCATION PARKING SERV (Q00065)	APR 2015	MAR 2016	Approved - Active		120							120
90804 - WOODSEATS HUB	AUG 2015	MAR 2017	Approved - Active		28	72						100
SHEFFIELD RETAIL QUARTER												
^SRO												
SHEFFIELD RETAIL QUARTER												
SHEFFIELD RETAIL QUARTER												
94050 - SHEFFIELD RETAIL QUARTER 2	OCT 2013	MAR 2017	Approved - Active	13,194	49,006							62,200
94051 - ASBESTOS REMOVAL - GROSVENOR	AUG 2015	MAR 2016	Approved - Active		1,074							1,074
94052 - SRQ DEMOLITIONS	JAN 2016	MAR 2017	Approved - Active		1,004	1,691						2,695
94053 - SRQ HIGHWAY ENABLING WORKS	NOV 2015	MAR 2017	Approved - Active		150	5,460						5,610
94439 - SHEFFIELD RETAIL QUARTER CPO	APR 2011	DEC 2016	Approved - Active	5,339	313	100						5,752
^ASSET MANAGEMENT PLANS												
^ASSET RATIONALISATION												
^MGT & SUPPORT												
90031 - CIP FEASIBILITY & DESIGN	APR 2014	MAR 2016	Approved - Active	10	90							100
90032 - RESOURCE COSTS	APR 2014	MAR 2018	Approved - Active	86	156	123	124					489
^CULTURE & ENVIRONMENT												
CITY CENTRE MANAGEMENT												
^OTHER												
^OTHER												
94120 - M1 GATEWAY PUBLIC ART PROJECT	MAR 2014	MAR 2018	Approved - Active	20	55	300	190					565
94457 - WOMEN OF STEEL	OCT 2011	SEP 2016	Approved - Active	43	76	26						145
^COM OF SPORT/CULTURAL TRUSTS												
^LEISURE ACTIVITIES												
^SPORT STRATEGY												
^FORMER DVS												
94107 - DVS REMEDIATION (Q00005)	DEC 2013	MAR 2016	Approved - Active	959	5,235							6,194
94112 - OLP FA PITCH (Q00005)	JAN 2008	JAN 2009	Approved - Active		30							30
94113 - OLP INFRASTRUCTURE (Q00005)	JAN 2008	MAY 2016	Approved - Active		304							304
94114 - OLP INFRASTRUCTURE PUBLIC REALM (Q00005)	OCT 2015	MAR 2016	Approved - Active		126							126
^OTHER OPERATORS												
94104 - NORTH ACTIVE	NOV 2013	MAR 2016	Approved - Active	793	6,707							7,500
94105 - GRAVES NCSEM PROJECT (Q00005)	APR 2014	OCT 2016	Approved - Active	697	10,815	4,827						16,339
94109 - FA PITCH (GRAVES)	DEC 2014	MAR 2016	Approved - Active	112	3,224							3,336
94110 - FA PITCH (THORNCLIFFE)	DEC 2014	MAR 2016	Approved - Active	102	3,661							3,763
^CULTURE												
^OTHER												
94108 - SITE GALLERY IMPROVMENTS	JUL 2014	JUN 2017	Approval Requested	30	-	95						125
^PARKS & COUNTRYSIDE												
^OTHER PARKS PROJECTS												

Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Expenditure			
				-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Total		
^OTHER PARKS PROJECTS												
^DEVELOPMENT												
93402 - LOWFIELD PRO FIT	JAN 2009	DEC 2009	Approved - Active	122	4							126
94380 - MANOR FIELDS TODDLER PLAY	AUG 2011	APR 2015	Approved - Active	142	8							149
94470 - URBAN NATURE PARKS	OCT 2013	APR 2019	Approved - Active	281	469							750
94471 - DOUGLAS ROAD	NOV 2013	MAR 2016	Approved - Active	21	4							25
94475 - BEIGHTON CLOSED LANDFILL	JUL 2014	MAR 2016	Approved - Active	51	257							308
94476 - BEIGHTON LEACHATE TREATMENT	MAY 2015	MAR 2016	Approved - Active		570							570
94477 - PARKWOOD RESOLUTION SITE	OCT 2015	MAR 2017	Approved - Active		199	124						323
94487 - CHARNOCK REC/N GROUND MUGA	FEB 2015	APR 2016	Approved - Active	22	51							74
94484 - BOTANICAL GARDENS EDUCATION	DEC 2015	AUG 2017	Approved - Active		118	463	28					609
97946 - PARKWOOD SPRINGS CYCLE TRACK	APR 2011	OCT 2013	Approved - Active	110	4							114
^CORE												
93408 - ENDCLIFFE PARKOUR	JUL 2013	AUG 2015	Approved - Active	36	2							38
93410 - ANGRAM BANK PARK IMPROVEMENTS	AUG 2012	MAR 2016	Approved - Active		39							39
93412 - CROOKES VALLEY PARKS	JAN 2009	DEC 2015	Approved - Active	32	35							67
93414 - EAST GLADE	NOV 2013	APR 2015	Approved - Active	28	37							65
93416 - OUSEBURN ROAD OPEN SPACE	AUG 2015	OCT 2016	Approved - Active		8	35						43
94121 - WINGOBANK HILL PHASE 1	JAN 2010	MAR 2017	Approved - Active	39	10	1						50
94390 - WOODLAND MGMT FOR BIRDS EM	JUL 2010	MAR 2015	Approved - Active	242	21							263
94466 - WOODLANDS S106	JUL 2013	NOV 2014	Approved - Active		63							63
94469 - WINGOBANK HILL PHASE 2	OCT 2013	MAR 2016	Approved - Active	20	47							67
94472 - CHAPELTOWN TEEN AREA	SEP 2014	MAR 2016	Approved - Active		26							26
94488 - HILLSBORO PK TENNIS COURTS	APR 2015	SEP 2015	Approved - Active		13							13
94489 - HIGH HAZEL TENNIS COURT	APR 2015	SEP 2015	Approved - Active		60							60
94490 - CATHERINE STREET OPEN SPACE	JUN 2015	MAR 2016	Approved - Active		36							36
94482 - RETHINKING PARSON CROSS PARK	OCT 2015	MAR 2016	Approved - Active		6							6
94493 - MOVE MORE RUNNING ROUTES	NOV 2015	MAR 2016	Approved - Active		46	60						106
94495 - LADY CANNINGS PLANTATION TRACK	NOV 2015	DEC 2015	Approved - Active		50							50
LOCAL GROWTH FUND PROJECTS												
94397 - PARK HILL GREEN LINKS	NOV 2012	DEC 2015	Approved - Active	298	55							353
94463 - CLAY WOOD GREEN LINKS	SEP 2012	MAR 2016	Approved - Active	583	22							605
Total				50,978	99,053	28,824	1,784	-	-	-	-	180,639

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget
 Company: 00001 SHEFFIELD CITY COUNCIL
 Programme: *All
 Directorate: COMMUNITIES
 Service: *HOUSING CAPITAL PROGRAMME
 Division of Service 1: *All
 Division of Service 2: *All
 Division of Service 3: *All
 Division of Service 4: *All
 Manager: *All
 Business Unit / Project: *All
 Approval Status: Approved or Requested Approval Versions
 Stage: 10 Project Planning - 90 Disposal

	Expenditure										Total
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Expenditure	
Values in £000s											
00001 SHEFFIELD CITY COUNCIL											
PLACE											
*HOUSING CAPITAL PROGRAMME											
*PSH CAPITAL INVESTMENT											
*REGENERATION & DEVELOPMENT											
*PDSI											
*RING FENCED FUNDS HAL											
97428 - SHEFFIELD HAL	OCT 2012	MAR 2021	Approval Requested	6	73	100	100	100	200	580	
*SHEFFIELD PSH PROGRAMME											
97333 - MINOR WORK GRANTS	JAN 2008	MAR 2021	Approval Requested	1,139	250	150	150	150	300	2,139	
*COMMUNITY CARE & SUPPORT											
97334 - DISABLED GRANTS	JAN 2008	MAR 2021	Approval Requested	18,351	2,000	2,000	2,000	2,000	4,000	30,351	
*PRIVATE HOUSING STANDARDS											
*SHEFFIELD PSH PROGRAMME											
97200 - HOUSE CONDITION SURVEY	AUG 2015	NOV 2015	Approved - Active	119	100					219	
97222 - PSH EMPTY PROPERTIES	JAN 2008	MAR 2021	Approval Requested	1,139	271	120	120	120	240	2,010	
97390 - PHS ACTIVITY	APR 2010	MAR 2021	Approval Requested	46	100	130	130	130	260	796	
*REGEN & DEVELOPMENT CAPITAL											
*REGENERATION & DEVELOPMENT											
*PROGRAMME MANAGEMENT											
*PROGRAMME MANAGEMENT COSTS											
97321 - PROGRAMME MANAGEMENT COSTS GF	JAN 2008	MAR 2021	Approval Requested	10,746	498	296	296	296	592	12,724	
*REGENERATION											
LOCAL GROWTH FUND PROJECTS											
97350 - ARBOURTHORNE SMS	APR 2013	MAR 2018	Approved - Active	2,233	2,760	1,731				6,723	
97437 - SPITAL HILL SHOP FRONTS	NOV 2013	MAR 2016	Approved - Active	207	123					330	
97449 - LONDON ROAD SHOP FRONTS	AUG 2015	APR 2017	Approved - Active		20	530	50			600	
*CITY WIDE											
97282 - PARK HILL (STH)	JAN 2009	MAR 2017	Approval Requested	9,952	135	80				10,168	
97341 - CENTRALISED CLEARED SITES	JAN 2009	MAY 2015	Approved - Active	101	1					102	
97434 - CROSS HOUSE ENABLING WORK	JUL 2013	MAR 2016	Approved - Active	1	2					3	
*NORTH											
90136 - CHAUCEUR SQUARE MAINTENANCE	JAN 2009	DEC 2030	Approval Requested	45	25	18	18	18	36	160	
94011 - DARNALL CENTRE PRI	JAN 2014	MAR 2016	Approved - Active	22	3					25	

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total	
					-2015	2015-2016	2016-2017	2017-2018	2018-2019		2019-
*SOUTH											
97340 - SWAN		JAN 2008	MAR 2016	Approved - Active	8,418	159					8,576
97365 - NORFOLK PARK COMMUNITIES INITI		APR 2010	MAR 2016	Approved - Active	5	29					34
HOUSING RETAINED SCHEMES BUDGETS											
*SUSTAINABLE ENERGY											
*ENERGY & ENVIRONMENTAL INITIA											
92827 - CLEAN BUS TECHNOLOGY FUND		APR 2015	MAR 2016	Approved - Active		352					352
HOMES & LOANS											
*RING FENCED FUNDS HAL											
97243 - YORK - NY SUB REGION HAL		APR 2010	MAR 2017	Approved - Active	67	13					79
97394 - HULL - HUMBER SUB REGION HAL		JAN 2008	MAR 2017	Approved - Active	1,079	445					1,524
97395 - NE Lincs - SUB REGION HAL		APR 2010	MAR 2017	Approved - Active	567	260					827
97520 - KIRKLEES RF FUNDS HAL(2)		APR 2014	MAR 2018	Approved - Active		100		100			300
*RHB LOANS											
97150 - RHB LOANS HAL		JAN 2008	MAR 2018	Approval Requested	2,112	200		200			2,712
97451 - REGIONAL ENERGY HAL		APR 2016	MAR 2021	Approval Requested		-		10			20
97462 - REGIONAL ERL		APR 2016	MAR 2021	Approval Requested		-		150			381
*WEST YORKSHIRE RF RHB LOANS											
97355 - BRADFORD - WY SUB REGION HAL		APR 2010	MAR 2017	Approved - Active	236	50		100			386
*EMPTY PROPERTY LOANS											
97501 - EP LOANS HULL		APR 2013	MAR 2017	Approved - Active	69	68		75			212
97502 - EP NORTH EAST LINC		APR 2013	MAR 2017	Approved - Active	321	571					892
97504 - EP LOANS YORK		APR 2014	MAR 2017	Approved - Active	182	182					364
97505 - COMM EP NORTH EAST Lincs		APR 2014	MAR 2016	Approved - Active	68	53		120			241
*COUNCIL HOUSING & DEVELOPMENT											
*REGENERATION & DEVELOPMENT											
*STOCK INCREASE PROGRAMME											
LOCAL GROWTH FUND PROJECTS											
97429 - LTE'S PURCHASE & REPAIR		APR 2013	MAR 2018	Approval Requested	1,758	1,755		486			5,214
*CITY WIDE											
97550 - SHC - NEW HOMES ACQUISITIONS		APR 2013	MAR 2016	Approved - Active	3,426	74					3,500
97551 - COUNCIL HSG ACQUISITIONS PROG (Q00067)		APR 2014	MAR 2020	Approval Requested	1,477	12,150		12,579		12,278	62,288
97552 - NEW BUILD COUNCIL HSG PHASE 1 (Q00067)		OCT 2014	APR 2017	Approved - Active	40	3,579		3,677			7,475
97553 - NEW BUILD COUNCIL HSG PHASE 2 (Q00067)		APR 2015	APR 2018	Approval Requested		257		178			6,435
Q00087 - STOCK INCREASE (CHS)		APR 2014	MAR 2020	Approval Requested		-		1,906		5,036	17,119
*PROGRAMME MANAGEMENT											
*PROGRAMME MANAGEMENT COSTS											
97348 - HRA PROGRAMME MANAGEMENT		JAN 2008	MAR 2021	Approval Requested	2,820	383		383		766	5,118
*HOUSING SERVICES											
*HEATING & INSULATION											
*HEATING PROGRAMME											
97127 - OBSOLETE HEATING		APR 2010	MAR 2021	Approval Requested	24,905	6,999		7,000		8,194	55,287
97404 - HEATING BREAKDOWNS (Q00069)		APR 2012	MAR 2019	Approval Requested	5,071	1,064		1,000			9,135
97405 - INSULATION (COUNCIL HSG) (Q00069)		APR 2012	MAR 2021	Approval Requested	159	71		400		8,213	13,343
97406 - NEW HEATING INSTALLATIONS (Q00069)		APR 2012	MAR 2018	Approved - Active	504	-		2,000			504
*DECENT HOMES											
97961 - DH - METERING (Q00045)		JUN 2011	MAR 2017	Approved - Active	1,539	1,408		2,464			5,411
*COMMUNITY HEATING											
*HEATING PROGRAMME											
97416 - COMM HTG - PIPEWORK RENEWAL (Q00069)		APR 2013	MAR 2018	Approval Requested	100	1,233		935			2,653
97417 - COMM HTG - PLANT ROOMS (Q00069)		MAY 2013	MAR 2016	Approved - Active	548	25		385			573
Q00079 - COMMUNITY HEATING (CHS)		APR 2014	MAR 2021	Approval Requested		-			1,062	2,535	3,597

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total	
					-2015	2015-2016	2016-2017	2017-2018	2018-2019		2019-
^ESSENTIAL INVESTMENT WORK											
^COMMUNITY CARE & SUPPORT											
97131 - ALMO ASBESTOS SURVEYS		APR 2010	MAR 2021	Approval Requested	6,398	203	193	212	184	350	7,540
97269 - EMERGENCY DEMOLITIONS		JAN 2008	MAR 2021	Approval Requested	544	46	46	46	46	45	773
97448 - PROPERTY CONVERSIONS (Q00084)		APR 2015	MAR 2017	Approved - Active	167	167	4	1,012	284	200	1,838
Q00084 - ESSENTIAL INVESTMENTS (CHS)		APR 2015	MAR 2021	Approval Requested		-	341				
^HEATING PROGRAMME											
97264 - HEALTH & SAFETY ENHANCE PROG		APR 2010	MAR 2019	Approved - Active	2,988	138	138	138	138		3,550
97838 - COMPARTMENTALISATION - FS		APR 2010	MAR 2017	Approved - Active	1,991	1,361	1,242				4,594
97968 - LIFT MAINTENANCE & REPAIR		APR 2011	MAR 2021	Approval Requested	1,461	322	322	322	368	812	3,607
97989 - SPRINKLERS - FIRE SAFETY (Q00069)		JUL 2013	MAR 2016	Approved - Active	726	857					1,584
^ADAPTATIONS & ACCESS											
^ADAPTATIONS											
97147 - ADAPTATIONS		APR 2010	MAR 2021	Approval Requested	41,216	1,863	1,863	1,932	2,024	4,700	53,598
^ROOFS & EXTERNALS											
^HEATING PROGRAMME											
97418 - PITCHED ROOFING & ROOFLINE (Q00069)		JUL 2013	APR 2021	Approval Requested	2,733	19,549	22,379	21,754	17,768	12,500	96,682
97419 - FLAT ROOFING (Q00069)		APR 2013	MAR 2021	Approval Requested	1,774	7,099	3,961	15	11	350	13,210
Q00080 - ROOFS & EXTERNALS (CHS)		APR 2014	MAR 2021	Approval Requested		-	2,500	4,054	5,326	12,386	24,267
^OTHER PLANNED ELEMENTALS											
OTHER											
97422 - NON HIGHWAYS RESPONSIVE WORKS (Q00089)		JUN 2015	MAR 2016	Approved - Active		100					100
OTHER PLANNED ELEMENTS (CHS)											
Q00089 - OTHER PLANNED ELEMENTS (CHS)		APR 2014	MAR 2020	Approval Requested		-	268	2,000	2,000	4,250	8,518
^WASTE MANAGEMENT											
^HEATING PROGRAMME											
97409 - RECYCLING ROLL-OUT (Q00069)		SEP 2012	MAR 2017	Approval Requested	474	100	1,547				2,121
WASTE MANAGEMENT (CHS)											
Q00083 - WASTE MANAGEMENT (CHS)		APR 2014	MAR 2019	Approved - Active		-	514	1,082			1,596
^STOCK INCREASE PROGRAMME											
^SOUTH											
97435 - LTE'S REPAIRS AND REFURB CHS		AUG 2013	MAR 2016	Approved - Active	230	281					511
97444 - GENERAL/R/TB ACQUISITIONS CHS (Q00069)		APR 2015	MAR 2016	Approved - Active		642					642
^COMMUNAL AREA INVESTMENT											
^HEATING PROGRAMME											
97441 - COMMUNAL AREAS-LOW RISE FLATS		NOV 2014	MAR 2021	Approval Requested		1,800	6,578	5,970	3,420	10,200	27,968
^KITCHENS, BATHROOMS, WINDOWS											
^HEATING PROGRAMME											
97442 - KITCHEN/BATHRM PLANNED REPLMT		APR 2014	MAR 2021	Approval Requested		800	7,600	7,200	7,307	21,860	44,767
97443 - WINDOWS & DOORS PLACEMENT(CHS)		APR 2014	MAR 2021	Approval Requested		300	4,100	4,100		2,000	10,500
^ELECTRICS											
ELECTRICS (CHS)											
Q00081 - ELECTRICS (CHS)		APR 2014	MAR 2021	Approval Requested		-	1,800	6,866	6,866	11,585	27,116
^PROGRAMME MANAGEMENT											
^SH MANAGEMENT FEES											
97148 - S.H.MGMT FEES COMMISSIONED		APR 2011	MAR 2021	Approval Requested	11,581	2,990	2,781	2,781	2,781	5,561	28,474
^REGENERATION											
^SOUTH											
97271 - SWAN COMMISSIONED		JAN 2008	OCT 2015	Approved - Active	4,163	131					4,294
97294 - PARKHILL DEMOLITION SHM (STH)		APR 2008	MAR 2017	Approval Requested	2,871	371					3,242
97413 - SWEENEY (Q00069)		JUN 2012	MAR 2016	Approved - Active	106	287					394
97414 - ARBOURTHORNE SMS REFURB (Q00069)		APR 2013	MAR 2018	Approved - Active	1,099	2,180	845				4,124

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure					Total	
					-2015	2015-2016	2016-2017	2017-2018	2018-2019		2019-
^HMR											
^AREA INVESTMENT ENVIRONMENTAL											
^ENERGY & ENVIRONMENTAL INITIA											
97830 - EP NORTH AREA		APR 2010	MAR 2016	Approved - Active	550	117					667
97831 - EP NORTH WEST		APR 2010	MAR 2016	Approved - Active	1,012	101					1,113
97832 - EP EAST		APR 2010	MAR 2016	Approved - Active	604	291					895
97833 - EP CENTRAL		APR 2010	MAR 2016	Approved - Active	727	154					881
97834 - EP SOUTH EAST		APR 2010	MAR 2016	Approved - Active	821	659					1,480
97835 - EP SOUTH WEST		APR 2010	MAR 2016	Approved - Active	1,688	115					1,803
97836 - EP SHELTERED		APR 2010	MAR 2016	Approved - Active	196	15					211
97837 - EP DOOR ENTRY WORKS		APR 2010	MAR 2016	Approved - Active	40	64					104
^DECENT HOMES											
97139 - LANSLOWNE AND HANOVER CLADDING		JAN 2008	MAR 2016	Approved - Active	12,886	114					13,000
97266 - LEASEHOLDER CHARGES		APR 2010	MAR 2016	Approved - Active	2,113	290					2,403
97962 - DH - UTILITIES (Q00045)		APR 2011	MAR 2016	Approved - Active	705	5					710
^SOUTH											
97957 - SOUTH WEST - ABBEY BROOK (Q00045)		APR 2011	MAR 2016	Approved - Active	3,114	69					3,182
GARAGES (CHS)											
GARAGES (CHS)											
Q00090 - GARAGES (CHS)		JAN 2008	MAR 2018	Approval Requested	-	-	2,316	1,202			3,518
Total					204,218	81,419	104,568	89,990	77,289	129,450	686,936

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001 SHEFFIELD CITY COUNCIL

Programme: *All

Directorate: PLACE

Service: ^TRANSPORT & HIGHWAYS

Division of Service 1: *All

Division of Service 2: *All

Division of Service 3: *All

Division of Service 4: *All

Manager: *All

Business Unit / Project: *All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Expenditure										Total	
	2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-						
00001 SHEFFIELD CITY COUNCIL												
PLACE												
^TRANSPORT & HIGHWAYS												
^STREETS AHEAD CLIENT												
^HIGHWAYS MAINTENANCE												
GENERAL HIGHWAYS												
92642 - BRIDGE STRENGTHENING WORKS		300										300
92643 - STREETS AHEAD COMP WORKS		19										30
^TTAPS												
^GENERAL TRANSPORT & HIGHWAYS												
^GENERAL TRANSPORT & HIGHWAYS												
90708 - ATTERCLIFFE HGV SIGNING												
92634 - SPITAL HILL (TESCO)		7										19
92916 - OLD FLATTS BRIDGE		107										122
92917 - 10 DAY TRAVEL CHALLENGE		150										150
97988 - CCTV PARKING ENFORCEMENT		3										3
^LTP DEVELOPMENT AND MANAGEMENT												
93350 - STREETS AHEAD OPPORTUNITIES		150										430
93370 - STREETS AHEAD RELATED CYCLE		305										611
^STRATEGIC CYCLING												
90703 - BLACKBURN VALLEY CYCLE ROUTE		180										440
92913 - LITTLE DON LINK (CYCLE ROUTE)		10										763
^STRATEGIC PUBLIC TRANSPORT												
^ECCLESALL ROAD SMART ROUTE		422										463
97986 - TRAFFIC CONTROLLER UPGRADES (Q00062)		26										125
^BETTER BUSES												
^BETTER BUSES												
^PUBLIC TRANSPORT (LOCAL)												
93110 - BB2 CHESTERFIELD RD KBR		514										1,734
93111 - BB2 NORTH SHEFFIELD 2 KBR		63										802
93112 - BB2 SHEFFIELD GLEADLESS KBR		573										1,900
93113 - BB2 CITY CENTRE PACKAGE		230	166									401

	Project Start	Project End	Approval Status	Expenditure					Total
				-2015	2015-2016	2016-2017	2017-2018	2018-2019	
93114 - BB2 PENISTONE ROAD KBR	DEC 2013	DEC 2017	Approved - Active	1,429	164				1,593
^QUALITY OF LIFE									
^CYCLING ACTION PLAN									
92903 - LOWER DON VALLEY CYCLE ROUTE	NOV 2012	MAR 2016	Approved - Active	469	280				749
^SAFER ROADS									
^SHEFFIELD LOCAL TRANS PLAN									
^ROAD SAFETY									
^ACCIDENT SAVING SCHEMES									
92769 - ACCIDENT SAVINGS SCHEMES	APR 2012	MAR 2016	Approved - Active	1,055	57				1,112
92828 - SAFETY CAMERA DIGITAL UPGRADE	MAY 2015	SEP 2016	Approval Requested		300				820
92858 - NORMANTON HILL	APR 2014	MAR 2016	Approved - Active		320	520			320
92859 - HERRIES ROAD WORST FIRST	APR 2014	MAR 2016	Approved - Active		62				62
92877 - MOSBOROUGH PARKWAY WORST FIRS	APR 2014	MAR 2016	Approved - Active		75				75
^DANGER REDUCTION SCHEMES									
94438 - RS AUDITS & SCHEME COMPLETION	APR 2011	MAR 2016	Approved - Active	387	90				477
^INNOVATIVE TRAFFIC CALMING									
92914 - GREEN ROUTES NETWORK (Q00062)	APR 2014	MAR 2024	Approved - Active	49	92				141
93632 - SCHOOL KEEP CLEAR REVIEW (Q00062)	APR 2012	MAR 2017	Approved - Active	352	24				377
93970 - INNOVATIVE TRAFF CALM STUDY	APR 2014	MAR 2016	Approved - Active	220	48				268
97985 - CITYWIDE 20MPH ZONE (Q00062)	APR 2012	MAR 2016	Approved - Active	905	250				1,155
^ACCESSIBILITY									
^PUBLIC RIGHTS OF WAY									
91662 - PUBLIC RIGHTS OF WAY	APR 2011	MAR 2016	Approved - Active	672	144				816
^GENERAL TRANSPORT & HIGHWAYS									
92915 - DOUBLE YELLOW LINES	JUL 2014	APR 2016	Approved - Active	52	25				77
93095 - TAXI RANK IMPROVEMENTS	APR 2015	MAR 2016	Approved - Active	101	6				107
STREETS AHEAD ENHANCEMENTS									
93053 - PFI ACCESSIBILITY ENHANCEMENTS	OCT 2013	MAR 2018	Approved - Active	77	276				353
^CYCLING ACTION PLAN									
92741 - PENISTONE RD, LIVESEY-LOWTHER	JAN 2008	JUL 2015	Approved - Active	487	75				562
^COMMUNITY ASSEMBLIES LTP									
^CONGESTION (LOCAL)									
^MISCELLANEOUS									
94445 - BN962 BUS AGREEMENT	JUN 2011	MAR 2018	Approved - Active	1,508	632	302	195		2,638
^MAJOR SCHEMES LTP									
^BUS RAPID TRANSIT (NORTH)									
93887 - BRT NORTH	JAN 2008	MAR 2016	Approved - Active	2,191	384				2,575
93888 - BRT NORTH: HWYS ALTERNS (WP24)	JAN 2014	MAR 2016	Approved - Active	1,877	948				2,825
93889 - BRT NORTH: LAND (WP14)	DEC 2013	MAY 2016	Approved - Active	694	595				1,290
93890 - BRT NORTH: TINSLEY LINK (WP21)	DEC 2013	MAR 2018	Approved - Active	16,044	7,192	2,742	334		26,313
^STRATEGIC CONGESTION									
^MEADOWHALL ROAD CONGESTION TA									
97982 - HGV ROUTING STRATEGY (Q00062)	JUL 2011	MAR 2015	Approved - Active	315	30				345
^MIDDLEWOOD ROAD CONGESTION TA									
92846 - PERMIT PARKING: HILLSBOROUGH	JAN 2008	SEP 2014	Approved - Active	394	4				398
^STRATEGIC PUBLIC TRANSPORT									
^ECCLESALL ROAD SMART ROUTE									
94180 - ECC RD SMART RT-PH 3-BENTS GR	JAN 2008	MAR 2016	Approved - Active	118	2				120
^SHEFFIELD TO WOODHOUSE KEY RO									
94202 - KEY BUS RTE: SHEFF-WOODHOUSE	JUL 2012	MAR 2016	Approved - Active	1,245	50				1,295
^MANCHESTER ROAD CONG TARGET									

Values in £'000s	Expenditure										Total
	Project Start	Project End	Approval Status	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Expenditure	
93371 - GREENHILL MAIN RD/GHILL AVE	APR 2015	MAR 2016	Approved - Active		300						300
94311 - A57 MCESTER/NILEST/CRRDPEDIMP	JAN 2012	MAR 2016	Approved - Active	477	5						482
^STRATEGIC ACCESSIBILITY											
^STRATEGIC CYCLING											
93399 - PEAK PARK ANNIVY ROUTE XINGS	JUL 2012	MAR 2016	Approved - Active	4	6						10
^CONGESTION & NETWK MAN T&H 2+ LANES											
92918 - BANNER CROSS PARKING	APR 2015	MAR 2018	Approved - Active		20						20
93357 - 2+ LANES	NOV 2011	MAR 2016	Approved - Active	17	3						20
^BETTER BUSES											
RELOCATEABLE CAMERA ENFORCEMENT											
93425 - RELOCATABLE CAMERA ENFORCEMNT	APR 2012	OCT 2016	Approved - Active	233	19	186					438
93426 - BOSTON STREET BUS GATE	JAN 2012	SEP 2015	Approved - Active	110	60						170
93427 - SOUTH LANE BUS GATE	JAN 2012	OCT 2015	Approved - Active	122	8						130
Total				35,246	17,036	3,916	529	-	-		56,727

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001 SHEFFIELD CITY COUNCIL

Programme: *All

Directorate: CORPORATE

Service: *All

Division of Service 1: *All

Division of Service 2: *All

Division of Service 3: *All

Division of Service 4: *All

Manager: *All

Business Unit / Project: *All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Values in £'000s		Expenditure							Total
	Project Start	Project End	Stage	-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-	
00001 SHEFFIELD CITY COUNCIL										
CORPORATE										
^HIGHWAYS PFI										
^HIGHWAYS PFI										
^HIGHWAYS PFI										
99987 - CAPITAL PFI CONTRIBUTIONS	AUG 2012	AUG 2018	10 Project Planning	37,472	30,574	26,803	38,350	-	-	133,200
Total				39,472	30,574	26,803	38,350	-	-	133,200

Summary of 2016/17 Capital Projects by Strategic Outcomes

Appendix 10

2016-17 Approved Capital Programme

Values in £'000s	Expenditure					Total
	Current Year Outturn	2015-2016	2016-2017	2017-2018	2018-	
Better Health & Wellbeing	4,215	3,863	3,932	4,024	8,700	24,734
A Great Place To Live	154,675	134,569	123,584	70,765	112,537	596,130
In Touch Organisation	12,420	1,934	-	-	-	14,354
Strong Economy	63,003	22,693	3,138	2,500	8,213	99,547
Successful Children & Young People	33,495	29,329	16,418	363	330	79,935
Safe & Secure Communities	320	-	-	-	-	320
Tackling Poverty/ Increasing Social Justice	1,418	2,779	-	-	-	4,197
Total	269,547	195,166	147,073	77,652	129,780	819,218

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget
 Company: 00001_SHEFFIELD CITY COUNCIL
 Programme: BETTER HEALTH & WELLBEING
 Directorate: *All
 Service: *All
 Division of Service 1: *All
 Division of Service 2: *All
 Division of Service 3: *All
 Division of Service 4: *All
 Manager: *All
 Business Unit / Project: *All
 Approval Status: Approved or Requested Approval Versions
 Stage: 10 Project Planning - 90 Disposal

		Expenditure						Expenditure		
		Project Start	Project End	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Total
Values in £'000s										
97044 - MOBILE WORKING SOLUTIONS (Q00013)		MAY 2013	MAR 2016	Approved - Active	328					328
97045 - SAP PROJECT (Q00013)		JUL 2013	SEP 2015	Approved - Active	24					24
97147 - ADAPTATIONS		APR 2010	MAR 2021	Approval Requested	1,863	1,863	1,932	2,024	4,700	12,382
97334 - DISABLED GRANTS		JAN 2008	MAR 2021	Approval Requested	2,000	2,000	2,000	2,000	4,000	12,000
Total					4,215	3,863	3,932	4,024	8,700	24,734

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget
 Company: 00001 SHEFFIELD CITY COUNCIL
 Programme: THRIVING NEIGHBOURHOODS and COMMUNITIES
 Directorate: *All
 Service: *All

Division of Service 1: *All
 Division of Service 2: *All
 Division of Service 3: *All
 Division of Service 4: *All
 Manager: *All
 Business Unit / Project: *All
 Approval Status: Approved or Requested Approval Versions
 Stage: 10 Project Planning - 90 Disposal

	Expenditure				Approval Status	Stage	Project End	Project Start	Version	Expenditure				Total
	2015-2016	2016-2017	2017-2018	2018-2019						2019-				
90012 - CASTLE MARKET DECOMMISSIONING	2,822				Approved - Active	15 Slippage	OCT 2016	31 JAN 2013						2,822
90024 - ALLOTMENT INVESTMT PROG 13-14 (Q00002)	4				Approved - Active	30 Inclusion	JUN 2015	23 APR 2013						4
90031 - CIP FEASIBILITY & DESIGN	90				Approved - Active	30 Inclusion	MAR 2016	4 APR 2014						90
90032 - RESOURCE COSTS	156	123	124		Approved - Active	30 Inclusion	MAR 2018	11 APR 2014						403
90062 - ELLESMERE CTR & ROOF & FRA (Q00073)	(1)				Approved - Active	90 Disposal	OCT 2015	9 DEC 2014						(1)
90064 - LOVE STREET DDA (Q00006)	45				Approved - Active	30 Inclusion	JUL 2015	4 JAN 2015						45
90065 - RADON WORKS (Q00073)	50				Approved - Active	30 Inclusion	MAR 2016	2 SEP 2015						50
90066 - CENTRAL LIBRARY (Q00010)	124				Approval Requested	30 Inclusion	MAR 2016	3 NOV 2015						124
90073 - RENEWAL OF PLANT & EQP PROG	100				Approval Requested	30 Inclusion	MAR 2016	3 NOV 2015						100
90075 - PLANT RENEWALS PROG (Q00073)	20				Approval Requested	30 Inclusion	MAR 2016	3 NOV 2015						20
90136 - CHAUCER SQUARE MAINTENANCE	25				Approval Requested	70 Build	DEC 2030	66 JAN 2009						25
90145 - PARK LIBRARY/COMM ROOF RENEWAL (Q00021)	575	18	18	36	Approved - Active	30 Inclusion	MAR 2016	8 DEC 2014						575
90703 - BLACKBURN VALLEY CYCLE ROUTE	10				Approved - Active	30 Inclusion	DEC 2015	37 JAN 2009						10
91662 - PUBLIC RIGHTS OF WAY	144				Approved - Active	30 Inclusion	MAR 2016	41 APR 2011						144
92448 - FORMER NORTON AERODROME	1				Approval Requested	30 Inclusion	MAR 2018	40 APR 2013						1
92459 - WOODSIDE OPEN SPACE	48				Approved - Active	10 Project Planning	SEP 2015	2 MAY 2015						48
92634 - SPITAL HILL (TESCO)	107				Approved - Active	10 Project Planning	MAR 2016	13 DEC 2013						107
92642 - BRIDGE STRENGTHENING WORKS	300				Approved - Active	50 Design	MAR 2016	14 APR 2014						300
92643 - STREETS AHEAD COMP WORKS	19				Approved - Active	60 Procure	MAR 2015	7 APR 2014						19
92741 - PENISTONE RD LIVESY-LOWTHER	75				Approved - Active	50 Design	JUL 2015	41 JAN 2008						75
92769 - ACCIDENT SAVINGS SCHEMES	57				Approved - Active	70 Build	MAR 2016	55 APR 2012						57
92828 - SAFETY CAMERA DIGITAL UPGRADE	300	520			Approval Requested	70 Build	SEP 2016	6 MAY 2015						820
92846 - PERMIT PARKING: HILLSBOROUGH	4				Approved - Active	80 Closure	SEP 2014	58 JAN 2008						4
92858 - NORMANTON HILL	320				Approved - Active	10 Project Planning	MAR 2016	5 APR 2014						320
92859 - HERRIES ROAD WORST FIRS	62				Approved - Active	10 Project Planning	MAR 2016	2 APR 2014						62
92877 - MOSBOROUGH PARKWAY WORST FIRS	75				Approved - Active	10 Project Planning	MAR 2016	2 APR 2014						75
92903 - LOWER DON VALLEY CYCLE ROUTE	280				Approved - Active	30 Inclusion	MAR 2016	33 NOV 2012						280
92910 - ABBEYDALE RD CLEARWAY CHANGES	3				Approved - Active	50 Design	OCT 2015	28 MAR 2013						3
92913 - LITTLE DON LINK (CYCLE ROUTE)	422				Approved - Active	10 Project Planning	MAR 2017	24 NOV 2013						422
92914 - GREEN ROUTES NETWORK (Q00062)	92				Approved - Active	50 Design	MAR 2024	16 APR 2014						92
92915 - DOUBLE YELLOW LINES	25				Approved - Active	10 Project Planning	APR 2016	22 JUL 2014						25
92916 - OLD FLATTS BRIDGE	150				Approved - Active	10 Project Planning	MAR 2016	2 APR 2015						150

Values in £'000s	Version	Project Start	Project End	Stage	Approval Status	Expenditure				Total
						2015-2016	2016-2017	2017-2018	2018-2019	
92917 - 10 DAY TRAVEL CHALLENGE	9 APR 2015	SEP 2015	10 Project Planning	Approved - Active	3					3
92918 - BANNER CROSS PARKING	1 APR 2015	MAR 2018	10 Project Planning	Approved - Active	20					20
93053 - PEI ACCESSIBILITY ENHANCEMENTS	26 OCT 2013	MAR 2018	10 Project Planning	Approved - Active	276					276
93095 - TAXI RANK IMPROVEMENTS	42 APR 2015	MAR 2016	30 Inclusion	Approved - Active	6					6
93110 - BB2 CHESTERFIELD RD KBR	32 DEC 2013	DEC 2017	30 Inclusion	Approved - Active	514					514
93111 - BB2 NORTH SHEFFIELD 2 KBR	20 DEC 2013	DEC 2017	30 Inclusion	Approved - Active	739					739
93112 - BB2 SHEFFIELD GLEADLESS KBR	25 DEC 2013	DEC 2017	30 Inclusion	Approved - Active	1,327					1,327
93113 - BB2 CITY CENTRE PACKAGE	13 MAY 2014	MAR 2017	10 Project Planning	Approved - Active	230	166				395
93114 - BB2 PENISTONE ROAD KBR	24 DEC 2017	DEC 2017	30 Inclusion	Approved - Active	164					164
93350 - STREETS AHEAD OPPORTUNITIES	46 APR 2015	MAR 2016	10 Project Planning	Approved - Active	305					305
93357 - 2+ LANES	20 NOV 2011	MAR 2016	40 Feasibility	Approved - Active	3					3
93370 - STREETS AHEAD RELATED CYCLE	27 JUL 2013	MAR 2018	10 Project Planning	Approved - Active	180					180
93371 - GREENHILL MAIN RD/GHILL AVE	2 APR 2015	MAR 2016	10 Project Planning	Approved - Active	300					300
93399 - PEAK PARK ANNIVY ROUTE KINGS	34 JUL 2012	MAR 2016	10 Project Planning	Approved - Active	6					6
93402 - LOWFIELD PRO FIT	33 JAN 2009	DEC 2009	10 Project Planning	Approved - Active	4					4
93408 - ENDCLIFFE PARKOUR	10 JUL 2013	AUG 2015	10 Project Planning	Approved - Active	2					2
93410 - ANGRAM BANK PARK IMPROVEMENTS	33 AUG 2012	MAR 2016	15 Slippage	Approved - Active	39					39
93412 - CROOKES VALLEY PARKS	31 JAN 2009	DEC 2015	10 Project Planning	Approved - Active	35					35
93414 - EAST GLADE	20 NOV 2013	APR 2015	10 Project Planning	Approved - Active	37					37
93416 - OUSEBURN ROAD OPEN SPACE	10 AUG 2015	OCT 2016	10 Project Planning	Approved - Active	8	35				43
93425 - RELOCATABLE CAMERA ENFORCEMENT	51 APR 2012	SEP 2015	30 Inclusion	Approved - Active	60	186				246
93426 - BOSTON STREET BUS GATE	44 JAN 2012	SEP 2015	30 Inclusion	Approved - Active	8					8
93427 - SOUTH LANE BUS GATE	34 JAN 2012	OCT 2015	50 Design	Approved - Active	8					8
93632 - SCHOOL KEEP CLEAR REVIEW (Q00062)	31 APR 2012	MAR 2017	30 Inclusion	Approved - Active	24					24
93887 - BRT NORTH	47 JAN 2008	MAR 2016	50 Design	Approved - Active	384					384
93888 - BRT NORTH: HWYS ALTERNS (WP24)	21 JAN 2014	MAR 2016	15 Slippage	Approved - Active	948					948
93889 - BRT NORTH: LAND (WP14)	23 DEC 2013	MAY 2016	15 Slippage	Approved - Active	595					595
93890 - BRT NORTH: TINSLEY LINK (WP21)	27 DEC 2013	DEC 2018	15 Slippage	Approved - Active	7,192	2,742	334			10,268
93970 - INNOVATIVE TRAFF CALM STUDY	33 APR 2014	MAR 2016	70 Build	Approved - Active	48					48
94007 - SPITAL HILL ELLESMERE GREEN	50 MAR 2012	JUL 2015	30 Inclusion	Approved - Active	37					37
94011 - DARNALL CENTRE PRI	20 JAN 2014	MAR 2016	30 Inclusion	Approved - Active	3					3
94104 - NORTH ACTIVE	16 NOV 2013	MAR 2016	15 Slippage	Approved - Active	6,707					6,707
94105 - GRAVES NCSEM PROJECT (Q00005)	19 APR 2014	OCT 2016	15 Slippage	Approved - Active	10,815	4,827				15,642
94109 - FA PITCH (GRAVES)	14 DEC 2014	MAR 2016	30 Inclusion	Approved - Active	3,224					3,224
94110 - FA PITCH (THORNCLIFFE)	12 DEC 2014	MAR 2016	40 Feasibility	Approved - Active	3,661					3,661
94120 - M1 GATEWAY PUBLIC ART PROJECT	30 MAR 2014	MAR 2018	10 Project Planning	Approved - Active	55	300	190			545
94121 - WINCObANK HILL PHASE 1	24 JAN 2010	MAR 2017	15 Slippage	Approved - Active	10	1				11
94180 - ECC RD SMART RT-PH 3-BENTS GR	47 JAN 2008	MAR 2016	70 Build	Approved - Active	2					2
94202 - KEY BUS RTE: SHEFF-WOODHOUSE	38 JUL 2012	MAR 2016	70 Build	Approved - Active	50					50
94311 - A57 MCESTER/NILEST/CRRDPEDIMP	50 JAN 2012	MAR 2016	60 Procure	Approved - Active	5					5
94326 - EDWARD STREET	58 JAN 2009	DEC 2015	60 Procure	Approved - Active	167					167
94362 - LIBRARY WORKS	42 JAN 2012	MAR 2016	30 Inclusion	Approved - Active	100					100
94380 - MANOR FIELDS TODDLER PLAY	54 APR 2011	APR 2015	30 Inclusion	Approved - Active	8					8
94390 - WOODLAND MGMT FOR BIRDS EM	31 JUL 2010	MAR 2015	70 Build	Approved - Active	21					21
94397 - PARK HILL GREEN LINKS	43 NOV 2012	DEC 2015	10 Project Planning	Approved - Active	55					55
94402 - NEW MARKET DEVELOPMENT	32 MAR 2012	MAR 2015	30 Inclusion	Approved - Active	21					21
94438 - RS AUDITS & SCHEME COMPLETION	43 APR 2011	MAR 2016	30 Inclusion	Approved - Active	90					90
94445 - BN962 BUS AGREEMENT	53 JUN 2011	MAR 2018	70 Build	Approved - Active	632					632
94456 - SPITAL HILL PUBLIC ART	40 NOV 2011	MAR 2014	30 Inclusion	Approved - Active	16					16
94457 - WOMEN OF STEEL	39 OCT 2011	SEP 2016	30 Inclusion	Approved - Active	76	26				102
94463 - CLAY WOOD GREEN LINKS	44 SEP 2012	MAR 2016	30 Inclusion	Approved - Active	22					22
94466 - WOODLANDS S106	27 JUL 2013	NOV 2014	30 Inclusion	Approved - Active	63					63

Values in £'000s	Version	Project Start	Project End	Stage	Approval Status	Expenditure					Total
						2015-2016	2016-2017	2017-2018	2018-2019	2019-	
94469 - WINCOBANK HILL PHASE 2	24 OCT 2013	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	47					47
94470 - URBAN NATURE PARKS	28 OCT 2013	APR 2019	APR 2019	15 Slippage	Approved - Active	469					469
94471 - DOUGLAS ROAD	30 NOV 2013	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	4					4
94472 - CHAPELTOWN TEEN AREA	13 SEP 2014	MAR 2016	MAR 2016	15 Slippage	Approved - Active	26					26
94475 - BEIGHTON CLOSED LANDFILL	22 JUL 2014	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	257					257
94476 - BEIGHTON LEACHATE TREATMENT	4 MAY 2015	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	570					570
94477 - PARKWOOD RESOLUTION SITE	5 OCT 2015	MAR 2017	MAR 2017	40 Feasibility	Approved - Active	199	124				323
94487 - CHARNOCK REC N GROUND MULGA	6 FEB 2015	APR 2016	APR 2016	10 Project Planning	Approved - Active	51					51
94488 - HILLSBORO PK TENNIS COURTS	7 APR 2015	SEP 2015	SEP 2015	30 Inclusion	Approved - Active	13					13
94489 - HIGH HAZEL TENNIS COURT	6 APR 2015	SEP 2015	SEP 2015	30 Inclusion	Approved - Active	60					60
94490 - CATHERINE STREET OPEN SPACE	1 JUN 2015	MAR 2016	MAR 2016	10 Project Planning	Approved - Active	36					36
94492 - RETHINKING PARSON CROSS PARK	2 OCT 2015	MAR 2016	MAR 2016	10 Project Planning	Approved - Active	6					6
94493 - MOVE MORE RUNNING ROUTES	4 NOV 2015	MAR 2016	MAR 2016	10 Project Planning	Approved - Active	46					46
94494 - BOTANICAL GARDENS EDUCATION	4 DEC 2015	AUG 2017	30 Inclusion	Approved - Active	118	60	28				609
94495 - LADY CANNINGS PLANTATION TRACK	1 NOV 2015	DEC 2015	10 Project Planning	Approved - Active	50						50
97127 - OBSOLETE HEATING	93 APR 2010	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	6,999	7,000	4,094	4,094	8,194	30,382
97131 - ALMO ASBESTOS SURVEYS	92 APR 2010	MAR 2021	MAR 2021	70 Build	Approval Requested	203	193	212	184	350	1,142
97139 - LANSOWNE AND HANOVER CLADDING	94 JAN 2008	MAR 2016	MAR 2016	70 Build	Approved - Active	114					114
97148 - S H MGMT FEES COMMISSIONED	54 APR 2011	MAR 2021	10 Project Planning	Approval Requested	2,990	2,781	2,781	2,781	5,561		16,894
97150 - RHB LOANS HAL	97 JAN 2008	MAR 2018	MAR 2018	30 Inclusion	Approval Requested	200	200				600
97200 - HOUSE CONDITION SURVEY	32 AUG 2015	NOV 2015	15 Slippage	Approved - Active	100						100
97222 - PSH EMPTY PROPERTIES	76 JAN 2008	MAR 2021	70 Build	Approval Requested	271	120	120	120	240		871
97243 - YORK - NY SUB REGION HAL	40 APR 2010	MAR 2017	10 Project Planning	Approved - Active	13						13
97264 - HEALTH & SAFETY ENHANCE PROG	77 APR 2010	MAR 2019	70 Build	Approved - Active	138	138	138	138			552
97266 - LEASEHOLDER CHARGES	79 APR 2010	MAR 2016	70 Build	Approved - Active	290						290
97269 - EMERGENCY DEMOLITIONS	83 JAN 2008	MAR 2021	70 Build	Approval Requested	46	46	46	46	45		229
97271 - SWAN COMMISSIONED	83 JAN 2008	OCT 2015	70 Build	Approved - Active	131						131
97282 - PARK HILL (STH)	92 JAN 2008	MAR 2017	70 Build	Approval Requested	135	80					215
97294 - PARKHILL DEMOLITION SHM (STH)	78 APR 2008	MAR 2017	70 Build	Approval Requested	371						371
97321 - PROGRAMME MANAGEMENT COSTS GF	86 JAN 2008	MAR 2021	30 Inclusion	Approval Requested	498	296	296	296	592		1,878
97333 - MINOR WORK GRANTS	84 JAN 2008	MAR 2021	70 Build	Approval Requested	250	150	150	150	300		1,000
97340 - SWAN	95 JAN 2008	MAR 2016	70 Build	Approved - Active	159						159
97341 - CENTRALISED CLEARED SITES	77 JAN 2008	MAY 2015	10 Project Planning	Approved - Active	1						1
97348 - HRA PROGRAMME MANAGEMENT	77 JAN 2008	MAR 2021	30 Inclusion	Approval Requested	383	383	383	383	766		2,298
97350 - ARBOURTHORNE 5MS	40 APR 2013	MAR 2018	30 Inclusion	Approved - Active	2,760	1,731					4,491
97355 - BRADFORD - WY SUB REGION HAL	68 APR 2010	MAR 2017	30 Inclusion	Approved - Active	50	100					150
97365 - NORFOLK PARK COMMUNITIES INITI	54 APR 2010	MAR 2016	70 Build	Approved - Active	29						29
97390 - PHS ACTIVITY	82 APR 2010	MAR 2021	70 Build	Approval Requested	100	130	130	130	260		750
97394 - HULL - HUMBER SUB REGION HAL	83 JAN 2008	MAR 2017	70 Build	Approved - Active	445						445
97395 - NE LINCS - SUB REGION HAL	78 APR 2010	MAR 2017	10 Project Planning	Approved - Active	260						260
97404 - HEATING BREAKDOWNS (Q00069)	58 APR 2012	MAR 2017	70 Build	Approval Requested	1,064	1,000	1,000	1,000			4,064
97409 - RECYCLING ROLL-OUT (Q00069)	57 SEP 2012	MAR 2017	70 Build	Approval Requested	100	1,547					1,647
97413 - SWEENEY (Q00069)	48 JUN 2012	MAR 2016	70 Build	Approved - Active	287						287
97414 - ARBOURTHORNE 5MS REFURB (Q00069)	42 APR 2013	MAR 2018	30 Inclusion	Approved - Active	2,180	845					3,024
97416 - COMM HTG - PIPEWORK RENEWAL (Q00069)	50 APR 2013	MAR 2018	10 Project Planning	Approval Requested	1,233	935	385				2,553
97417 - COMM HTG - PLANT ROOMS (Q00069)	34 MAY 2016	MAR 2016	30 Inclusion	Approved - Active	25						25
97418 - PITCHED ROOFING & ROOFLINE (Q00069)	54 JUL 2013	APR 2021	30 Inclusion	Approval Requested	19,549	22,379	17,754	17,768	12,500		93,949
97419 - FLAT ROOFING (Q00069)	49 APR 2013	MAR 2021	30 Inclusion	Approval Requested	7,099	3,961	15	11	350		11,436
97422 - NON HIGHWAYS RESPONSIVE WORKS (Q00069)	8 JUN 2015	MAR 2016	10 Project Planning	Approval Requested	100	100	100	100	200		100
97428 - SHEFFIELD HAL	44 OCT 2012	MAR 2016	30 Inclusion	Approval Requested	73						73
97429 - LTE'S PURCHASE & REPAIR	53 APR 2013	MAR 2018	30 Inclusion	Approval Requested	1,755	1,215	486				3,456
97434 - CROSS HOUSE ENABLING WORK	29 JUL 2013	MAR 2016	70 Build	Approved - Active	2						2

Values in £'000s	Version	Project Start	Project End	Stage	Approval Status	Expenditure					Total
						2015-2016	2016-2017	2017-2018	2018-2019	2019-	
97435 - LTE'S REPAIRS AND REFURB CHS	40 AUG 2013	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	281					281
97437 - SPITAL HILL SHOP FRONTS	26 NOV 2013	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	123					123
97441 - COMMUNAL AREAS-LOW RISE FLATS	18 NOV 2014	MAR 2021	MAR 2021	10 Project Planning	Approval Requested	1,800	6,578	5,970	3,420	10,200	27,968
97442 - KITCHEN/BATHRM PLANNED REPLMT	17 APR 2014	MAR 2021	MAR 2021	10 Project Planning	Approval Requested	800	7,600	7,200	7,307	21,860	44,767
97443 - WINDOWS & DOORS PLACEMENT(CHS)	15 APR 2014	MAR 2021	MAR 2021	10 Project Planning	Approval Requested	300	4,100	4,100		2,000	10,500
97444 - GENERAL/RTB ACQUISITIONS CHS (Q00069)	8 APR 2015	MAR 2016	MAR 2016	10 Project Planning	Approved - Active	642					642
97448 - PROPERTY CONVERSIONS (Q00084)	11 APR 2015	MAR 2017	MAR 2017	30 Inclusion	Approved - Active	167	4				171
97449 - LONDON ROAD SHOP FRONTS	3 AUG 2015	APR 2017	APR 2017	30 Inclusion	Approved - Active	20	530	50			600
97451 - REGIONAL ENERGY HAL	2 APR 2016	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	10	10			20
97452 - REGIONAL ERL	2 APR 2016	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	150	231			381
97501 - EP LOANS HULL	32 APR 2013	MAR 2017	MAR 2017	30 Inclusion	Approved - Active	68	75				143
97502 - EP NORTHEAST LINC	32 APR 2013	MAR 2017	MAR 2017	10 Project Planning	Approved - Active	571					571
97504 - EP LOANS YORK	20 APR 2014	MAR 2017	MAR 2017	10 Project Planning	Approved - Active	182					182
97505 - COMM EP NORTH EAST LINC	18 APR 2014	MAR 2016	MAR 2016	10 Project Planning	Approved - Active	53					53
97520 - KIRKLEES RE FUNDS HAL(2)	11 APR 2014	MAR 2018	MAR 2018	30 Inclusion	Approved - Active	100	100	100			300
97560 - SHC - NEW HOMES ACQUISITIONS	45 APR 2013	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	74					74
97551 - COUNCIL HSG ACQUISITIONS PROG (Q00067)	34 APR 2014	MAR 2020	MAR 2020	70 Build	Approval Requested	12,150	12,579	12,915	10,899	12,278	60,821
97552 - NEW BUILD COUNCIL HSG PHASE 1 (Q00067)	22 OCT 2014	APR 2017	APR 2017	70 Build	Approved - Active	3,579	3,677	178			7,435
97553 - NEW BUILD COUNCIL HSG PHASE 2 (Q00067)	12 APR 2015	APR 2018	APR 2018	30 Inclusion	Approval Requested	257	5,881	155	142		6,435
97830 - EP NORTH AREA	83 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	117					117
97831 - EP NORTH WEST	80 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	101					101
97832 - EP EAST	79 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	291					291
97833 - EP CENTRAL	80 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	154					154
97834 - EP SOUTH EAST	90 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	659					659
97835 - EP SOUTH WEST	85 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	115					115
97836 - EP SHELTERED	87 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	15					15
97837 - EP DOOR ENTRY WORKS	89 APR 2010	MAR 2016	MAR 2016	70 Build	Approved - Active	64					64
97838 - COMPARTMENTALISATION - FS	82 APR 2010	MAR 2017	MAR 2017	70 Build	Approved - Active	1,361	1,242				2,603
97899 - PATH RESURFACING PROGRAMME (Q00007)	52 APR 2010	JAN 2016	JAN 2016	30 Inclusion	Approved - Active	174					174
97946 - PARKWOOD SPRINGS CYCLE TRACK	22 APR 2011	OCT 2013	OCT 2013	15 Slippage	Approved - Active	4					4
97957 - SOUTH WEST - ABBEY BROOK (Q00045)	70 APR 2011	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	69					69
97968 - LIFT MAINTENANCE & REPAIR	68 APR 2011	MAR 2021	MAR 2021	70 Build	Approval Requested	322	322	322	368	812	2,146
97982 - HGV ROUTING STRATEGY (Q00062)	36 JUL 2011	MAR 2015	MAR 2015	70 Build	Approved - Active	30					30
97985 - CITYWIDE 20MPH ZONE (Q00062)	43 APR 2012	MAR 2016	MAR 2016	50 Design	Approved - Active	250					250
97986 - TRAFFIC CONTROLLER UPGRADES (Q00062)	40 JAN 2012	MAR 2017	MAR 2017	50 Design	Approved - Active	26					26
97988 - CCTV PARKING ENFORCEMENT	48 JUN 2012	MAR 2016	MAR 2016	30 Inclusion	Approved - Active	150					150
97989 - SPRINKLERS - FIRE SAFETY (Q00069)	34 JUL 2013	MAR 2016	MAR 2016	10 Project Planning	Approved - Active	857					857
99987 - CAPITAL PFI CONTRIBUTIONS	AUG 2012	AUG 2018	AUG 2018	30 Inclusion	Approval Requested	30,574	26,803	38,350			95,727
Q00079 - COMMUNITY HEATING (CHS)	25 APR 2014	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	2,500	4,054	1,062	2,535	3,597
Q00080 - ROOFS & EXTERNALS (CHS)	20 APR 2014	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	1,800	6,866	5,326	12,386	24,267
Q00081 - ELECTRICS (CHS)	22 APR 2014	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	514	1,082	6,866	11,585	27,116
Q00083 - WASTE MANAGEMENT (CHS)	14 APR 2014	MAR 2019	MAR 2019	30 Inclusion	Approval Requested	-	341	284	200	200	1,596
Q00084 - ESSENTIAL INVESTMENTS (CHS)	23 APR 2015	MAR 2021	MAR 2021	30 Inclusion	Approval Requested	-	1,906	4,303	5,873	5,036	17,119
Q00087 - STOCK INCREASE (CHS)	28 APR 2014	MAR 2020	MAR 2020	30 Inclusion	Approval Requested	-	268	2,000	2,000	4,250	8,518
Q00089 - OTHER PLANNED ELEMENTS (CHS)	21 APR 2014	MAR 2020	MAR 2020	30 Inclusion	Approval Requested	-	2,316	1,202			3,518
Q00090 - GARAGES (CHS)	11 JAN 2008	MAR 2018	MAR 2018	10 Project Planning	Approval Requested	-					
Total						154,675	134,569	123,584	70,765	112,537	596,130

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget
 Company: 00001 SHEFFIELD CITY COUNCIL
 Programme: ESSENTIAL INFRASTRUCTURE WORKS
 Directorate: *All
 Service: *All
 Division of Service 1: *All
 Division of Service 2: *All
 Division of Service 3: *All
 Division of Service 4: *All
 Manager: *All
 Business Unit / Project: *All
 Approval Status: Approved or Requested Approval Versions
 Stage: 10 Project Planning - 90 Disposal

	Expenditure							Total
	Project Start	Project End	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	
	Values in £'000s							
90014 - FARM SITES ENHANCEMENT (Q00070)	AUG 2014	MAR 2015	Approved - Active	8				8
90019 - BANNERDALE ASSETENHANCE	DEC 2012	MAR 2016	Approved - Active	363				363
90020 - VOLUNTARY REGISTRATION	JUN 2013	MAR 2016	Approved - Active	79				79
90027 - DARNALL FRA WORKS (Q00073)	DEC 2013	MAR 2016	Approved - Active	359				359
90079 - CARBROOK UTC RELOCATION	SEP 2015	MAR 2017	Approved - Active	677	23			700
90120 - MOORFOOT	APR 2010	MAR 2017	Approved - Active	1,475	47			1,522
90133 - HOWDEN HOUSE ACCOMM STRATEGY	SEP 2011	MAR 2016	Approved - Active	161				161
90138 - VEHICLE & PLANT EFFICIENCY 13-	JAN 2013	MAR 2016	Approved - Active	221				221
90140 - PROJECT DELIVERY COSTS	APR 2013	MAR 2016	Approved - Active	723				723
90141 - IT WORKSTREAMS	APR 2013	MAR 2017	Approved - Active	530				530
90148 - STOCKSBRIDGE LIBRARY FRA (Q00073)	APR 2015	MAR 2016	Approved - Active	305				305
90149 - TOWN HALL ESSENTIAL WORKS	AUG 2015	MAR 2016	Approved - Active	101				101
90150 - FRA WORKS 15-16 (Q00073)	AUG 2015	AUG 2016	Approval Requested	108	1,342			1,450
90200 - WOODHOUSE HUB (Q00065)	APR 2016	MAR 2017	Approved - Active	-	450			450
90201 - HILLSBOROUGH HUB	APR 2015	MAR 2016	Approved - Active	176				176
90202 - RELOCATION PARKING SERV (Q00065)	APR 2015	MAR 2016	Approved - Active	120				120
90804 - WOODSEATS HUB	AUG 2015	MAR 2017	Approved - Active	28	72			100
94107 - DVS REMEDIATION (Q00005)	DEC 2013	MAR 2016	Approved - Active	5,235				5,235
94112 - OLP FA PITCH (Q00005)	JAN 2008	JAN 2009	Approved - Active	30				30
94113 - OLP INFRASTRUCTURE (Q00005)	JAN 2008	MAY 2016	Approved - Active	304				304
94114 - OLP INFRASTRUCTURE PUBLIC REALM (Q00005)	OCT 2015	MAR 2016	Approved - Active	126				126
94412 - FIRERISK ASSESSMENT PROGRAMME (Q00073)	APR 2010	MAR 2016	Approved - Active	132				132
Q00050 - ASBESTOS SCHEMES	APR 2011	MAR 2016	Approved - Active	150				150
Q00073 - HEALTH & SAFETY COMPLIANCE	DEC 2012	MAR 2016	Approval Requested	1,009				1,009
Total				12,420	1,934	-	-	14,354

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001 SHEFFIELD CITY COUNCIL

Programme: STRONG ECONOMY

Directorate: *All

Service: *All

Division of Service 1: *All

Division of Service 2: *All

Division of Service 3: *All

Division of Service 4: *All

Manager: *All

Business Unit / Project: *All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Expenditure										Total
	Project Start	Project End	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	2019-			
	Values in £'000s										
90708 - ATTERCLIFFE HGV SIGNING	SEP 2011	OCT 2015	Approved - Active	7						7	
92356 - MILLENIUM GALLERY LIFE CYCLE	APR 2010	MAR 2016	Approved - Active	61						61	
92827 - CLEAN BUS TECHNOLOGY FUND	APR 2015	MAR 2016	Approved - Active	352						352	
94004 - MOOR PUBLIC REALM PHASE 2	JAN 2009	JUL 2015	Approved - Active	18						18	
94009 - PORTER BROOK REMEDIAL WORKS	APR 2015	MAR 2016	Approved - Active	449						449	
94010 - LDV FLOOD DEFENCE WORKS	JUL 2013	MAR 2019	Approved - Active	4,890	10,081	1,138				16,110	
94012 - PORTER BROOK FLOOD STUDY	JUL 2013	JUN 2015	Approved - Active	23						23	
94013 - GREY TO GREEN	SEP 2014	MAR 2016	Approved - Active	3,474						3,474	
94017 - CULVERT ENHANCEMENT PROG	JUL 2015	MAR 2016	Approval Requested	197						197	
94020 - BROOKHILL AREA IMPROVEMENTS	APR 2015	MAR 2017	Approved - Active	1,910	4,866					6,776	
94050 - SHEFFIELD RETAIL QUARTER 2	OCT 2013	MAR 2017	Approved - Active	49,006						49,006	
94051 - ASBESTOS REMOVAL - GROSVENOR	AUG 2015	MAR 2016	Approved - Active	1,074						1,074	
94052 - SRQ DEMOLITIONS	JAN 2016	MAR 2017	Approved - Active	1,004	1,691					2,695	
94053 - SRQ HIGHWAY ENABLING WORKS	NOV 2015	MAR 2017	Approved - Active	150	5,460					5,610	
94108 - SITE GALLERY IMPROVEMENTS	JUL 2014	JUN 2017	Approval Requested	-	95					95	
94439 - SHEFFIELD RETAIL QUARTER CPO	APR 2011	DEC 2016	Approved - Active	313	100					413	
97405 - INSULATION (COUNCIL HSG) (Q00069)	APR 2012	MAR 2021	Approval Requested	71	400	2,000	2,500	8,213		13,184	
97962 - DH - UTILITIES (Q00045)	APR 2011	MAR 2016	Approved - Active	5						5	
Total				63,003	22,693	3,138	2,500	8,213		99,547	

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget

Company: 00001 SHEFFIELD CITY COUNCIL

Programme: SUCCESS' CHILD/N/YOUNG PEOPLE

Directorate: *All

Service: *All

Division of Service 1: *All

Division of Service 2: *All

Division of Service 3: *All

Division of Service 4: *All

Manager: *All

Business Unit / Project: *All

Approval Status: Approved or Requested Approval Versions

Stage: 10 Project Planning - 90 Disposal

	Values in £'000s										
	Version	Project Start	Project End	Stage	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Expenditure
90361 - BSF PH1 - INFRASTRUCTURE	55	JAN 2008	MAR 2016	15 Slippage	Approved - Active	15					15
90448 - SF DEVOLVED CAPITAL 2011-12	61	APR 2011	MAR 2018	15 Slippage	Approved - Active	1,604					3,004
90479 - POST IMPLEMENTATION	46	APR 2010	MAR 2016	15 Slippage	Approved - Active	2					2
90548 - SCHOOLS ACCESS INITIATIVE	52	APR 2010	JUN 2015	60 Procure	Approved - Active	16					16
90613 - SCC INTERNAL PROG. COSTS - W4	69	JAN 2010	MAR 2016	15 Slippage	Approved - Active	38					38
90614 - LEP BUSINESS PLAN - W4	64	MAR 2010	MAR 2018	15 Slippage	Approved - Active	156					198
90620 - KING EDWARDS (UP)	77	APR 2010	MAR 2016	15 Slippage	Approved - Active	79		18			79
90621 - BRADFELD	72	APR 2010	MAR 2016	15 Slippage	Approved - Active	14					14
90624 - BIRLEY	70	MAY 2010	MAR 2016	15 Slippage	Approved - Active	39					39
90627 - ADD'L PUPIL PLACES(SECONDARY)	78	MAR 2011	MAR 2016	15 Slippage	Approved - Active	1,860					1,860
90639 - SCC CONTRACT COSTS - W4	74	JAN 2008	APR 2018	15 Slippage	Approved - Active	578	130	150			858
90678 - FEASIBILITY & DESIGN	42	JAN 2008	MAR 2016	30 Inclusion	Approved - Active	150					150
90691 - PMY MAINT. EMERGENCY WORKS (Q00060)	37	JUL 2011	MAR 2016	30 Inclusion	Approved - Active	749					749
90704 - FOSTER CARER HOUSING ENHANCE	39	SEP 2011	MAR 2017	70 Build	Approval Requested	197					272
90714 - PPG2 - ACRES HILL PMY (Q00061)	55	MAR 2012	APR 2016	60 Procure	Approved - Active	42					42
90716 - GRACE OWEN NURSERY	28	SEP 2012	MAR 2016	15 Slippage	Approved - Active	1,038					1,038
90730 - CAP MAINT - RADON EXTRACTION	31	NOV 2012	MAR 2016	15 Slippage	Approved - Active	33					33
90732 - NEW PMY - WATERMEAD (Q00061)	33	APR 2013	MAR 2016	15 Slippage	Approved - Active	98					98
90734 - NORFOLK PARK PMY REPLACEMENT	36	JUN 2013	MAR 2017	70 Build	Approved - Active	1,831					1,831
90737 - GLEADLESS PRIMARY - REBUILD (Q00061)	29	APR 2013	MAR 2016	15 Slippage	Approved - Active	298	2,621				2,919
90743 - FRA WORKS PROGRAMME (Q00060)	34	SEP 2013	MAR 2017	70 Build	Approval Requested	22					22
90744 - FEL CAPITAL (Q00075)	21	JUL 2014	MAR 2017	15 Slippage	Approval Requested	425					708
90746 - GREYSTONES EXPANSION (Q00061)	20	NOV 2013	MAR 2016	15 Slippage	Approved - Active	88	722				810
90747 - HALLAM RECONFIGURATION (Q00061)	30	NOV 2013	MAR 2017	70 Build	Approved - Active	2,805					2,805
90752 - NETHER GREEN - MOBILE REPLACE (Q00060)	19	JAN 2014	MAR 2016	15 Slippage	Approved - Active	2,395	1,757				4,151
90755 - EXPANSION - FSM PROV (INFANTS)	22	JAN 2014	MAR 2016	30 Inclusion	Approved - Active	8					8
90756 - PCMP - WALKLEY PMY HM&E (Q00060)	16	MAR 2014	MAR 2016	15 Slippage	Approved - Active	328					328
90757 - FRA WORKS PROGRAMME - 14/15 (Q00060)	19	APR 2014	MAR 2016	15 Slippage	Approved - Active	74					74
90758 - LYDGATE INFANTS - MECHANICAL (Q00060)	18	APR 2014	MAR 2016	15 Slippage	Approved - Active	979					979
90761 - DON VALLEY SCHOOL (Q00061)	25	JAN 2014	MAR 2022	15 Slippage	Approved - Active	132	40	30			132
90762 - TINSLEY PRIMARY (Q00061)	17	JUN 2014	APR 2017	70 Build	Approval Requested	3,233	5,511		363	330	8,495
											8,745

Version	Project Start	Project End	Stage	Approval Status	Expenditure					Total
					2015-2016	2016-2017	2017-2018	2018-2019	2019-	
90763 - ROWAN EXPANSION (Q00061)	13 JUN 2014	MAR 2016	15 Slippage	Approved - Active	1,685					1,685
90764 - PRINCE EDWARD PRIMARY (Q00060)	19 AUG 2014	MAR 2016	30 Inclusion	Approved - Active	296					296
90765 - MANOR LODGE STRUCTURAL (Q00060)	1 APR 2015	MAR 2016	30 Inclusion	Approved - Active	50					50
90766 - REIGNHEAD PMY - HEATING (Q00060)	4 JAN 2015	AUG 2015	15 Slippage	Approved - Active	225					225
90768 - OUGHTBRIDGE EXTENSION (Q00061)	15 JAN 2015	MAR 2016	70 Build	Approved - Active	1,548					1,548
90769 - ALDINE HOUSE - SUNDRY WORKS	8 JAN 2015	MAR 2016	70 Build	Approval Requested	6					6
90770 - ALDINE HOUSE - EXTENSION	10 JAN 2015	MAR 2016	70 Build	Approval Requested	171					171
90771 - ADAPTATIONS (Q00060)	2 APR 2015	MAR 2016	30 Inclusion	Approved - Active	100					100
90773 - ALDINE HOUSE- 2 BED EXTENSION	1 APR 2015	MAR 2016	40 Feasibility	Approved - Active	29					29
90774 - ALDINE HOUSE- SECURITY UPGRAD	1 APR 2015	MAR 2016	30 Inclusion	Approved - Active	18					18
90775 - ALDINE HOUSE-INTERNAL REFURBS	1 APR 2015	MAR 2016	30 Inclusion	Approved - Active	44					44
90776 - DOBCROFT INFTS-1 YR EXPANSION (Q00061)	2 JUN 2015	MAR 2016	30 Inclusion	Approved - Active	299					299
90777 - HALFWAY INFTS-MOBILE REPLACE (Q00060)	3 APR 2015	MAR 2016	70 Build	Approved - Active	250					250
90779 - PIPWORTH PMY - PLANT ROOM (Q00060)	5 APR 2015	MAR 2017	60 Procure	Approval Requested	244	1,040				1,283
90780 - GLEADLESS PMY (J)- PLANT ROOM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	87					87
90781 - BROOK HOUSE JNR- PLANT ROOM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	92					92
90782 - ROYD NURSERY INFANTS- PLANT RM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	93					93
90783 - WOODSEATS PMY- PLANT ROOM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	106					106
90784 - RIVELIN PMY- PLANT ROOM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	43					43
90785 - FIRSHILL PMY- BOILER REPLACE (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	80					80
90787 - BALLFIELD- PLANT ROOM (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	85					85
90788 - WISEWOOD SP CTR- WATER HEATER (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	13					13
90789 - HUCKLOW PMY 4-11- WARM AIR UN (Q00060)	1 APR 2015	MAR 2016	60 Procure	Approved - Active	25					25
90790 - RAINBOW FORGE-HME (Q00060)	5 APR 2015	MAR 2017	60 Procure	Approval Requested	132	988				1,119
90791 - PMY MAINT MEERSBROOK WIN-ROOF (Q00060)	7 APR 2015	SEP 2016	70 Build	Approval Requested	53	401				454
90792 - PMY MAINT BRADWAY ROOF (Q00060)	6 APR 2015	SEP 2016	70 Build	Approval Requested	30	195				224
90793 - PMY MAINT SHORTBROOK WINDOWS (Q00060)	6 APR 2015	SEP 2016	70 Build	Approval Requested	33	219				252
90794 - ALDINE HOUSE HEATING (Q00060)	6 JUL 2015	SEP 2016	40 Feasibility	Approved - Active	107	95				202
90795 - NEW PMY - NETHERTHORPE AREA (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	20					20
90796 - FIRS HILL 2013 BULGE YEAR (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	7					7
90797 - NEW 8FE SEC SCH - SW (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	13					13
90798 - 1FE EXPANSION- ECCLESALL INF (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	20					20
90800 - CARTERKNOWLE REFIT-IFE CLIFF (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	6					6
90801 - SOUTH WEST 2FE EXPANSION TIP (Q00061)	2 SEP 2015	MAR 2016	40 Feasibility	Approved - Active	10					10
90802 - NEW 5FE SEC SCH NE - WOODSIDE (Q00061)	2 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	11					11
90803 - 1FE ADDITIONAL PMY PROV'N - N (Q00061)	1 AUG 2015	MAR 2016	40 Feasibility	Approved - Active	17					17
90806 - OUGHTBRIDGE DINING POD (Q00061)	1 OCT 2015	MAR 2016	70 Build	Approved - Active	350					350
90807 - ALDINE HOUSE BEDROOM REFURB	1 NOV 2015	MAR 2016	30 Inclusion	Approval Requested	13					13
90808 - ALDINE HOUSE UNDERCROFT AREA2	1 NOV 2015	MAR 2016	30 Inclusion	Approval Requested	31	13,828	16,220			30,048
Q00061 - Basic Need	91 APR 2011	MAR 2018	20 Annual Inclusion	Approval Requested	-					
Total					33,495	29,329	16,418	363	330	79,935

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget
 Company: 00001, SHEFFIELD CITY COUNCIL
 Programme: SAFE & SECURE COMMUNITIES
 Directorate: *All
 Service: *All
 Division of Service 1: *All
 Division of Service 2: *All
 Division of Service 3: *All
 Division of Service 4: *All
 Manager: *All
 Business Unit / Project: *All
 Approval Status: Approved or Requested Approval Versions
 Stage: 10 Project Planning - 90 Disposal

	Expenditure					Expenditure			
	Project Start	Project End	Approval Status	2015-2016	2016-2017	2017-2018	2018-2019	2019-	Total
Values in £'000s									
97941 - CBT WINCOBANK COMMUNITY BLDG	APR 2012	MAR 2016	Approved - Active	320					320
Total				320	-	-	-	-	320

Summary Report / Annual Cabinet 1

Cycle: 164 - Budget cycle Nov'15 month end, Status: Closed, Type: Budget
 Company: 00001, SHEFFIELD CITY COUNCIL
 Programme: TACKLING POVERTY/INCR SOC JUS
 Directorate: *All
 Service: *All
 Division of Service 1: *All
 Division of Service 2: *All
 Division of Service 3: *All
 Division of Service 4: *All
 Manager: *All
 Business Unit / Project: *All
 Approval Status: Approved or Requested Approval Versions
 Stage: 10 Project Planning - 90 Disposal

	Project Start	Project End	Approval Status	Expenditure					Expenditure Total
				2015-2016	2016-2017	2017-2018	2018-2019	2019-	
97056 - WARM & HEALTHY HOMES	MAR 2016	MAR 2017	Approval Requested	10	315				325
97961 - DH - METERING (G00045)	JUN 2011	MAR 2017	Approved - Active	1,408	2,464				3,872
Total				1,418	2,779	-	-	-	4,197



Cabinet Report

Report of: Eugene Walker

Report to: Cabinet

Date: 17 February 2016

Subject: Revenue and Capital Budget Monitoring 2015/16 – As at 31st December 2015

Author of Report: Dave Phillips

Key Decision: YES

Reason Key Decision: Expenditure/savings over £500,000

Summary:

This report provides the month 9 monitoring statement on the City Council's Revenue and Capital Budget for 2015/16.

Reasons for Recommendations:

To formally record changes to the Revenue Budget and gain Member approval for changes in line with Financial Regulations.

Recommendations: Please refer to paragraph 19 of the main report for the recommendations.

Background Papers:

Category of Report: OPEN

Statutory and Council Policy Checklist

Financial Implications
YES Cleared by: Dave Phillips
Legal Implications
NO
Equality of Opportunity Implications
NO
Tackling Health Inequalities Implications
NO
Human Rights Implications
NO
Environmental and Sustainability implications
YES/NO
Economic Impact
NO
Community Safety Implications
NO
Human Resources Implications
NO
Property Implications
NO
Area(s) Affected
Relevant Cabinet Portfolio Lead
Relevant Scrutiny Committee
Overview and Scrutiny Management Committee
Is the item a matter which is reserved for approval by the City Council?
NO
Press Release
NO

REVENUE BUDGET & CAPITAL PROGRAMME MONITORING AS AT 31st DECEMBER 2015

Purpose of the Report

1. This report provides the Month 9 monitoring statement on the City Council's Revenue Budget and Capital Programme for December 2015. The first section covers Revenue Budget Monitoring and the Capital Programmes are reported from paragraph 13.

REVENUE BUDGET MONITORING

Summary

2. At month 7 the overall Council position was a forecast overspend of £5.8m. The position at month 9 shows an improvement of £2.6m, with a forecast potential overspend of £3.2m to the year end. It should be stressed that this is the forecast position before the delivery of various agreed savings for the year and other mitigating actions are taken. The position is summarised in the table below.

Portfolio	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month
CYPF	69,009	68,621	388	↓
COMMUNITIES	157,710	156,254	1,456	↓
PLACE	159,068	155,443	3,625	↓
POLICY, PERFORMANCE & COMMUNICATION	2,878	2,592	286	↔
RESOURCES	55,841	56,596	(755)	↔
CORPORATE	(441,315)	(439,506)	(1,809)	↓
GRAND TOTAL	3,191	0	3,191	↓

3. Each portfolio has plans in place to further reduce their forecast overspend to a position whereby the 2015/16 budget is expected to be balanced. On this basis, the proposed 2016/17 budget has been formulated taking into account specific recurrent pressures in Place and Public Health (as reported further down in this report) whilst assuming that all other portfolios will be balanced by year-end.
4. In terms of the month 9 overall forecast position of £3.2m overspend, the key reasons are:
 - **Children, Young People and Families** are showing a forecast overspend of £388k. The is overspend is primarily due to the recruitment of additional social workers £1.1m, £718k due to delays in delivery of savings, £244k reflecting an increase in unaccompanied children and £965k in increased demand pressures within Direct Payments and Short Breaks services. These adverse forecasts are partly offset by a reduction in expenditure of £554k on Contact Contracts, £331k

on legal fees, an increase in Education Services Grant income £600k and £891k due a reduction in Placement demand.

- **Communities** are showing a forecast overspend of £1.5m. This overspend is largely due to an overspend of £1.2m in Learning Disabilities and Contributions to Care and an overspend of £1.4m within Commissioned Mental Health Services. These overspends are offset by a £605k underspend in Housing General Fund.
- **Place** are showing a forecast overspend of £3.6m. This is largely due to delays in delivering planned cost reductions on the waste contract of £2.6m and the Streets Ahead Contract of £2.7m. There are also emerging cost pressures from increased household waste volumes and reduced income from the sale of materials of £1.3m and additional Staffing and Income pressures within Transport and Parking Services of £300k. These overspends are partly offset by reductions in spending across a number of areas within the Culture and Environment Service of £666k, sustained improvement in the Highways and Highway Network management of £1.0m and £1.2m of discretionary spend reductions across the portfolio.
- **Resources** are showing a forecast reduction in expenditure of £755k. This is primarily due to the recovery of high value over payments in Housing Benefit of £388k, £138k increase in income for the Moorfoot Learning Centre, £161k reduction in expenditure due to unfilled vacancies and £391k within the Finance Service as a result of savings on employee costs from unfilled vacancies and over recovery of income from the 60 day bad debt. This reduction in expenditure is partly offset by an overspend in Commercial Services (Savings) of £136k from a shortfall in cashable procurement savings and £192k increase in Other Central Costs relating to the insourcing of the Revs and Bens Service.
- **Policy, Performance & Communication** are showing a forecast overspend of £286k. This overspend is primarily due to a delay in the advertising contract resulting in an underachievement of income.
- **Corporate** are currently showing a forecast reduction in expenditure of £1.8m. This underspend is due to a lower than anticipated number of redundancies, there is a forecast reduction in expenditure of £1.2m on the corporate redundancy budget. Corporate Financing costs are also showing an improved position of £600k for the year as a result of continuing low interest rates and improved investment income.

5. The main variations since Month 7 are:

- **CYPF** are forecasting an improvement of £633k since Month 7. This is mainly due to a £384k improvement in the placement budgets due to maximisation of grant income, reduction in placement cost and reduction in placement numbers as well as a £200k improvement within Fieldwork and Early Intervention due to increased efficiencies within legal fees and contract management.
- **Communities** are forecasting an improvement of £633k since month 7. This is mainly due to Care and Support forecasting an improvement of £288k, comprising of a £400k reduction in Provider Services staffing costs following a full review, offset by additional staffing costs within Access, Prevention and Reablement Service. There has also been a £225k reduction in overspend within Commissioning as a result of additional income from the CCG risk share offset by an increase in expenditure within Housing Related Services.
- **Place** are forecasting an improvement of £1.2m, which is due predominantly to a Portfolio wide review of staffing and discretionary spend that has resulted in a £1.2m reduction in expenditure.
- **Resources** are forecasting an improvement of £99k. Although this is not a significant improvement, there have been some notable variances including a forecast reduction in expenditure of £126k due to unfilled vacancies in Legal, a 99k over recovery of income in Finance due mainly to Combined Authority recharges and increased income from the Bailiff Pilot scheme; this has been offset by an increase in expenditure of £196k relating to a lower recovery of high value overpayments of Housing Benefit.

Collection Fund

6. By mid-January every year, local authorities are required to make an estimate of the cumulative surplus or deficit on the Collection Fund. The Council's local share of the cumulative surplus is estimated at £0.3m, comprising a £5.2m surplus on Council Tax offset by a £4.9m deficit on Business Rates. The cumulative position takes account of a number of one-off in-year adjustments on both Council Tax and Business Rates, as described in the appendix, combined with a £6.8m surplus brought forward from 2014/15. As stated in previous reports, Business Rates, and in particular the effect of appeals on income, are an extremely volatile area and the Collection Fund is the means by which we manage that volatility. The removal of these one off adjustments shows a relatively stable base position on which to target future growth. Whilst risks of further appeals against liability to pay business rates remain, growth in the base of both Council Tax and Business Rates is forecast to accelerate in the coming years.
7. Further details about the quarter 3 performance of the Collection Fund can be found in Appendix 4.

Public Health

8. The Public Health ring-fenced grant is currently forecasting a potential £1.5m reduction in expenditure, the main reason for which is a direct response to government consultations on in-year cuts to the Public Health grant and therefore the need to reduce expenditure to cope with grant reductions in 2015/16. Further details of the forecast outturn position on Public Health are reported in **Appendix 2**.

Housing Revenue Account

9. The 2015/16 budget assumes an in-year surplus of £10.9m will be generated which will be used to fund the HRA Capital Investment Programme. In accordance with the HRA's financial strategy any further in-year revenue surplus / savings generated by the account will be used to provide further funding for the future HRA Capital Investment Programme.
10. As at month 9 the full year outturn position is a forecast reduction in expenditure of £15.8m. Further details of the HRA forecast outturn can be found in **Appendix 3** of this report.

New Homes Bonus Fund

		£m
Income	Reserves as at 1/04/15	-6.0
		0.0
	Declared 15/16 NHB Grant	<u>-7.3</u>
	Total Income	<u>-13.3</u>
Expenditure	2015/16 Spend to date at Month 9	2.5
	Forecast to Year End	2.1
	Future Years' Commitments	<u>2.4</u>
	Total Expenditure	<u>7.0</u>
	Funds Available for Investment	<u>-6.3</u>

11. There is a £0.3m change in the spend profile between current and future years as the Norton Aerodrome project is now expected to slip into 2016/17. The project has not progressed as planned because of the need to consider overall planning policy in the area.

12. Officers have developed options for spending the remaining £6.3m of New Homes Bonus funding. These options will be considered for further development into capital projects to be brought forward for member approval under the existing processes.

Capital Summary

13. At the end of December 2015, the end of year position forecasts a variance of £20.1m (7%) below the approved Capital Programme. Project managers are forecasting to deliver a capital programme of £256m. This is £3.3m lower than forecast last month and reflects lower delivery on Schools, Homes and Council infrastructure work offset by increased spending on the Sheffield Retail Quarter following a re-profile of property acquisitions.
14. Further details of the Capital Programme monitoring and projects for approval are reported in **Appendices 5 to 5.2**.

Implications of this Report

Financial implications

15. The primary purpose of this report is to provide Members with information on the City Council's Budget Monitoring position for 2015/16, and as such it does not make any recommendations which have additional financial implications for the City Council.

Equal opportunities implications

16. There are no specific equal opportunity implications arising from the recommendations in this report.

Legal implications

17. There are no specific legal implications arising from the recommendations in this report.

Property implications

18. Although this report deals, in part, with the Capital Programme, it does not, in itself, contain any property implications, nor are there any arising from the recommendations in this report.

Recommendations

19. Members are asked to:

- (a) Note the updated information and management actions provided by this report on the 2015/16 Revenue Budget position.
- (b) In relation to the Capital Programme:
 - (i) Submit the report for approval at Cabinet, which will;
 - (ii) Approve the proposed additions to the Capital Programme listed in **Appendix 5.1**, including the procurement strategies and delegations of authority to the Director of Commercial Services or nominated Officer, as appropriate, to award the necessary contracts following stage approval by Capital Programme Group;
 - (iii) Approve the proposed variations, deletions and slippage in **Appendix 5.1**;
 - (iv) Approve the acceptance of the grant detailed on **Appendix 5.2**

And note

- (v) The two variations authorised by directors under the delegated authority provisions; and
- (vi) The latest position on the Capital Programme.

Reasons for Recommendations

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

Alternative options considered

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

Dave Phillips
Interim Director of Finance

Portfolio Revenue Budget Monitoring Reports 2015/16 – As at 31 December 2015

Children Young People and Families (CYPF) Portfolio

Summary

1. As at month 9 the Portfolio is forecasting a full year outturn of an overspend of £388k, which is an improvement of £629k with the month 7 position. The key reasons for the forecast outturn position are:

- **Business Strategy** - £633k forecast reduction in spend. This includes additional Education Services Grant (ESG) income to that budgeted for of £600k, £141k forecast reduction in spend in Information Systems due to staff vacancies and slippage in an upgrade project. These are partially offset by £200k forecast overspend in Transport, due to increased demand pressures and a delay in anticipated savings due in the year.
- **Children and Families** – £1.1m forecast overspend.

Over spending areas are:

- Fieldwork Services – A net overspend of £981k - Management and Business Support £66k due to a delay in the services' MER; Fieldwork Service Areas and Permanence and Throughcare £1.1m net overspend mainly due to the planned 2 year programme to recruit additional social workers in response to the pressure on and retention of social workers and review of Child Sexual Exploitation (CSE), this has been partially mitigated by a planned reduction through a tapering down model of social workers, as the continued investment in early intervention and prevention through the Building Successful Families programme reduces the total caseload across the City; Multi-systemic Therapy £217k due to delays in the early part of the year of the anticipated savings; there is also an overspend in specialist support teams of £244k reflecting an increase in unaccompanied children. These have been partially offset by a £554k ongoing saving on Contact Contracts as a result of specific action being taken to reduce costs and a £331k reduction in spend on legal fees, which is as a result the ongoing work between the service and Legal services to reduce costs through more efficient working practices.
- Direct Payments and short breaks - £965k due to increased demand pressures, this also includes £250k as a result of the delay in anticipated savings due to a

- Provider Services – due to delays in anticipated savings on the integrated approach to service delivery between Health and Social Care of £251k and Youth Justice of £250k, which has also had an in-year grant cut. These are being partially mitigated by an improved position in Adoption Service of £100k and a further £293k savings in the service, leaving a net overspend of £108k.

Areas of forecast reduction in spending are:

- Placements - £891k due to the assumption that funds set aside to fund a potential increase in Special Guardianship Orders (£400k) may not be required in 2015/16 and that the longer term trend in Placement numbers and unit costs will drive spend down by year end.
- Early Intervention & Prevention - £100k due to savings on contracts, this is being offset by a reduced expected contribution of £250k from the CCG towards Early Intervention and Prevention
- **Inclusion and Learning Services and Children’s Commissioning** – £113k forecast underspend. This includes a £90k reduction in spend in Education Psychology because of staff vacancies in the service.
- **Lifelong Learning, Skills and Communities** – £39k forecast overspend, £270k relating to the Training Units, due to an unexpected reduction in government grant funding, which is being partially offset by savings from the MER which is in progress, a forecast overspend of £50k on the BIG Challenge because the expected income is not available, but the planned expenditure for this project has been incurred and £37k forecast overspend of Post 16 LDD, due to a reduction in the level of anticipated income from EFA. This is being offset by an over achievement against budget savings in Youth Services of £194k, this is mainly due to a reduction in spend in the Internal Community Youth Teams, as a result of staff vacancies as part of the 4 year budget programme. Strategic Support is also forecasting a reduction in spend of £104k, due to staff vacancies and activities that have now ceased.

Financial Results

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month
BUSINESS STRATEGY	1,720	2,353	(633)	↔
CHILDREN & FAMILIES	58,608	57,513	1,095	↓
INCLUSION & LEARNING SERVICES	(144)	(31)	(113)	↔
LIFELONG LEARN, SKILL & COMMUN	8,825	8,786	39	↔
GRAND TOTAL	69,009	68,621	388	↓

DSG

2. The following is a summary of the variance position on DSG budgets at month 9:

	Month 7 £000	Month 8 £000	Month 9 £000
Business Strategy	(82)	(52)	52
Children and Families	(51)	(42)	(67)
Inclusion and Learning Services	(30)	(227)	(232)
Lifelong Learning, skills and Communities	2	0	(9)
	(161)	(321)	(256)

Commentary

3. The following commentary concentrates on the changes from the month 7 position.

Business Strategy

4. As at month 9, Business Strategy is currently forecasting reduction in spend of £633k (shown in the table above) relating to cash limit and a overspend of £52k on DSG.
5. The cash limit position is consistent with the month 7 position, however, this includes £100k additional Education Services Grant (ESG) income to that budgeted for, due to the pace of change and reduced levels of academy conversions to that budgeted. It had been assumed in the budget that, due to Government policy, there would be a high number of academy conversions in this year, however, as the year has progressed the number of actual conversions has been a lot lower than anticipated and £81k movement on Information Systems, mainly due to slippage in an upgrade project and staff vacancies. This has been offset by a £200k overspend on transport due to increase in demand pressures and a delay in anticipated savings due in the year.
6. The DSG position is a movement of £134k from the month 7 position. This includes £98k improvement on Information Systems as detailed above. This has been offset by a £100k forecast overspend in transport, due to increase in demand pressures and a delay in anticipated savings due in the year and a movement of £172k on the Free Early Learning (FEL) budgets, due to increased demand in 3&4 year FEL of £172k as a result of increased uptake of 2year FEL.

Children and Families

7. As at month 9, Children and Families is currently forecasting a £1.1m overspend (shown in the table above) relating to cash limit and a £67k underspend on DSG. This is an improvement of £567k on cash limit and DSG is consistent with the month 7 position.
8. The improvement from month 7 includes £384k improvement in the Placement budgets, £132k due to the maximisation of grant income for inter-agency costs on adoption, £105k due to the reduction of a placement cost as the child as entered the Innovation programme and gone into foster care, £200k due to the reduction in placement numbers through careful management action to reduce the number of child in and entering into the care system.
9. There has also been further saving of £200k in Fieldwork and Early Intervention and Prevention through increased efficiencies, including legal fees and contract management.

Inclusion and Learning Service and Children's Commissioning Unit

10. As at month 9, Inclusion and Learning Service is currently forecasting £113k underspend (shown in the table above) relating to cash limit and a £232k reduction in spend on DSG.
11. The movement in the cash limit position is an improvement of £63k from month 7, this reflects a £53k additional reduction in spend in Education Psychology due to reductions in agency staff and delays in filling vacancies.
12. The DSG is forecasting an improvement of £202k from month 7, this is due to an improvement of £67k on Banded Funding, following a review of the banded funding allocations, a £50k improvement on SEN Placements, due to 4 places ceasing but partially offset by inflationary uplifts and a £54k improvement in Children Missing in Education, due to a reduction in the anticipated contribution to Becton.

Lifelong Learning Skills and Communities

13. As at month 9, Lifelong Learning Skills and Communities is currently forecasting a £39k overspend (shown in the table above) relating to cash limit and a balanced DSG position.
14. The cash limit and DSG position are consistent with the month 7 position.

Communities Portfolio

Summary

15. As at month 9, the Portfolio is forecasting a full year outturn of an over spend of £1.455m. The key reasons for the forecast outturn position are:

Business Strategy (forecasting a minor over spend of £5k):

- The net adverse position for Business Strategy is mainly due to non-achievement of current and prior year savings in the Planning and Performance Service offset by reduction in spend on Business Support salaries.

Care & Support (forecasting an over spend of £0.99m):

- This overspend is primarily related to an over spend in Learning Disabilities and a reduction in the level of Client Contributions receivable in the year.
- Learning Disabilities is forecasting an over spend of £0.861m. Health income is forecast to be lower by £0.364m within Purchasing which is contributing to the overall purchasing over spend of £0.637m. There is also £1.6m of 2015/16 savings forecast not to be delivered, particularly around the work being done with the providers of Supported Living and Respite Care bringing prices in line with the LD Provider Framework. The savings for 2015-16 are being partly offset by funded pressures which are not expected to play out in full within the year. Work is continuing in this area and will result in savings for future financial years. There is also a £0.305m over spend in LD Assessment & Care Management directly attributable to temporary staffing resources brought in from the Adults Service to increase review and re-assessment rates within the service.
- Long Term Support is showing an under spend of £66k. This comprises the net position of an over spend in adults purchasing of £472k, with an under spend across the remainder of the service of £538k; this under spend is predominantly the saving from social work vacancies of £456k in the current establishment and £82k against Forge Centre due to reduction in contracts.
- Provider Services is showing a slight underspend against budget of £90k. There is a £350k reduction in spend on Carers in the Adult Placement Shared Lives Service. City Wide Care Alarms reports an over spend of £390k as a result of reduction in income. Care4You Business and Performance and Head of Service Budgets report a combined £354k reduction in spend on staffing. Community Support Services report an under spend of £106k on staff costs. Enablement Services report an

over spend of £329k which has arisen as a result of the service incurring additional staff costs relating to planned efficiencies delivered later than expected.

- Contributions to Care is showing an over spend of £0.319m against budget. This includes an overall shortfall of £0.661m on the fairer contributions business unit due to the numbers of service users being less than the original budget assumptions because of business demand management and the application of eligibility criteria. This is offset by an over estimation of liabilities at year end. There is also a shortfall of £0.309m on ILF contributions, £0.336m Residential/Nursing income and £0.347m on Public Health Direct Payments. This is offset by increases in Property Income £1.005m and Continuing Health Care Income £0.337m.

Commissioning (forecasting an over spend of £0.959m):

- A reduction in spend forecast by Commissioned Housing of £740k against Housing Related Support Contracts due to contract changes and delay on pilot projects.
- A forecast over spend against Commissioned Mental Health Services £1.4m. This is made up of a £1.2m overspend in Mental Health purchasing and £0.167m overspend in the Older People's Mental Health contract, both directly attributable to non-achievement of savings and increased demand. There are also small over spends of £25k and £17k in the S75 contract and Partnership contract BU's.
- Social Care Commissioning Service is forecasting an over spend of £48k which relates to a change of provider and increased demand against that contract (net of CCG risk share contribution).

Community Services (forecasting an over spend of £106k):

- There is a forecast over spend of £183k in Locality Management, primarily relating to the anticipated non-achievement of 2015/16 savings targets. This is offset by pay savings and over-recovery of income in the Libraries Service of £78k.

Housing General Fund (forecasting a reduction in spend of £605k):

- The Housing General fund is forecasting an underspend of £605k, comprising mainly of a reduction in demand for the Local Assistance Scheme, a reduction in spend in the Homelessness Prevention Fund and Repossession Prevention Fund and an adjustment for water rates. The service is also carrying many vacancies as a result of the service going through an MER which is due to be completed in April.

- The position on Sustainable City remains balanced until the Communities Business Partner team have concluded work on the budgets and fully understands the activity therein. The service transferred from the PLACE portfolio during August and work is ongoing to create simplified budgets to aid the service in their forecasting. At this time there is still a requirement to capitalise some revenue expenditure and this will be reviewed as part of an action plan to determine future funding requirements of the service.

Financial Results

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month
BUSINESS STRATEGY	5,658	5,653	5	↑
CARE AND SUPPORT	111,965	110,974	991	↓
COMMISSIONING	30,659	29,700	959	↓
COMMUNITY SERVICES	5,969	5,863	106	↔
HOUSING GENERAL FUND	3,459	4,064	(605)	↔
GRAND TOTAL	157,710	156,254	1,456	↓

Commentary

16. The following commentary concentrates on the changes from the previous report at month 7.
- Business Strategy is showing an adverse movement of £180k which is predominantly due to the transfer of the majority of the (previously unused) pay inflation budget to cover a budget pressure on the equipment contract of £263k. This is net of increases in underspends on pay budgets of £91k.
 - Care and Support is showing a favourable movement of £288k.
 - An adverse movement in Access, Prevention and Reablement Service of £113k due to the early termination of STH income, additional staff costs.
 - A favourable movement in Provider Services of £400k, mainly as a result of a reduced staffing costs, leading to a reduction in forecast expenditure.
 - An adverse movement of £39k in Learning Disabilities due to an increase in Transport costs and a relatively small increase in Purchasing costs.
 - Commissioning is showing a favourable movement of £225k.
 - Mental Health Commissioning is showing an adverse movement of £188k which is mainly due to additional invoices to be paid around Housing Related Support and an increase in purchasing

expenditure. However this is net of increased income forecast in Older people's Mental Health related to an client income.

- This is offset by a favourable movement in Social Care Commissioning of £379k as a result of the budget transfer from Business Strategy (£263k) and CCG risk share income (£126k) to cover the pressure on the Equipment contract.
- Housing General Fund is a favourable movement of £52k which is made up of a favourable movement on Local Assistance Scheme £84k due to continued lower demand than expected and £8k Business Planning due to delayed recruitment offset by an adverse movement of £40k due to transfer of grant income to Building Cohesion.

Year to Date

- The year to date position for Communities shows £1,103k under spend which is currently being scrutinised by Finance and underlying issues will be picked up with service.

Place Portfolio

Summary

17. As at month 9 the Portfolio is forecasting a full year outturn of an £3.6m overspend, an improvement of £1.2m from the month 7 position.
18. The key reasons for the forecast outturn position are:
 - **Business Strategy & Regulation:** £3.6m over budget due to delays in delivering planned cost reductions to the waste contract as a result of protracted negotiations with the provider (£2.6m) and emerging cost pressures from increased household waste volumes and reductions in income from the sale of materials due to falling market prices caused by movements in the global economy (£1.3m). This is offset to some extent by cost reductions across the rest of the service (£0.3m).
 - **Regen & Development Services:** £1.7m over budget largely due to delays in delivering the planned cost reductions in the Streets Ahead programme (net £2.7m), plus additional staffing and income pressures within the Transport and Parking Services activity (£0.3m), offset by continuation of sustained cost improvement trends in Highways and Highway Network Management (£1m) and other cost reductions across the rest of the service (£0.2m).
 - **Culture & Environment :** £1.3m under budget through a continuation of sustained cost improvement trends within the Bereavement Services, Parks, City Centre Management and Sports Facilities activities (£0.7m)

and further cost reductions arising from staffing and discretionary spend reviews across the rest of the service (£0.6m).

19. The key variances this period included :-
- **Portfolio-wide - Review of Staffing and Discretionary Spend** – reductions in actual/forecast costs across all service areas (notably Culture & Environment) associated with reviews of staffing and supplies and service spend (£1.2m).
20. It should be noted that at the Place Leadership Team meeting on 18 June 2015 Directors approved a Recovery Plan to significantly improve upon and mitigate the £8.5m forecast overspend reported at Month 2. This included implementing an estimated £2.8m of immediate actions, together with a review of key areas of employee and discretionary spend with a view to realising further savings in 15-16 which will carry through to future years.
21. At the Place Leadership Team on 6 October, it was agreed to amend budgets in line with an outline plan which if implemented could reduce the forecast overspend to £2.5m by year-end.
22. Subsequent actions have included the release of 37 employees under a voluntary severance/retirement scheme and the implementation of a spend freeze within the Portfolio.

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month
BUSINESS STRATEGY & REGULATION	32,883	29,331	3,552	↔
CAPITAL & MAJOR PROJECTS	656	724	(68)	↓
CREATIVE SHEFFIELD	3,215	3,479	(264)	↓
CULTURE & ENVIRONMENT	41,474	42,783	(1,309)	↓
MARKETING SHEFFIELD	588	612	(24)	↔
PLACE PUBLIC HEALTH	-	0	0	↔
REGENERATION & DEVELOPMENT SER	80,252	78,514	1,738	↓
GRAND TOTAL	159,068	155,443	3,625	↓

Financial Results

Commentary

23. The following commentary concentrates on the key risks and changes from the previous reported position.

Capital & Major Projects

24. The forecast for this activity is £68k under budget. However, it should be noted that contained within this small underspend is an income pressure within the

markets service of £0.5m (mainly the Moor market) which is being offset by reductions in spend across the rest of the service.

25. The position within Moor market arises from being only 70% let earlier in the year as Traders surrendered tenancies due to difficult trading conditions. The low viability of the market businesses had also led to a high level of bad debt. There may be further risk here if stall lettings cannot be held at the current improved level (82%), or rent collection levels don't improve. The business model for the market is currently under review balancing lower rents against the need for more flexibility in location to ensure let space is maximised. External agents have been engaged to promote the letting of vacant stalls and recover monies due to the Council.

Creative Sheffield

26. The forecast for this activity is £264k under budget. A key risk is securing the funding of the £0.5m salary cost within the City Development team. The team is heavily committed to developing business cases to bid for funds from the Sheffield City Region Investment Fund (SCRIF). Costs incurred in developing business cases are not recoverable from the fund and must be financed at risk by the bidding organisation.
27. Another risk is within the Grey-to-Green project where the failure to keep to the work schedule has resulted in some £750k of expenditure becoming ineligible for ERDF funding as it is outside the agreed timeframe. The risk to the Council is £410k. Alternative funding sources are being explored.

Policy, Performance and Communications

Summary

28. As at month 9 the Portfolio is forecasting a full year outturn of a reduction in spending of £755k, as per the month 7 position. The key reasons for the forecast outturn position are:

- £136k over spend in Commercial Services (Savings) due to a shortfall in income from cashable procurement savings;
- £192k over spend in Other Central Costs – Capita due to project costs incurred in relation to the insourcing of the Revs and Bens Service;

Offset by:

- £391k under spend in Finance due mainly to over recovery of income and savings on Employees from unfilled vacancies and salary sacrifice;
- £138k under spend in Human Resources due mainly to over recovery of income on The Moorfoot Learning Centre;

- £388k under spend in Housing Benefit due to the recovery of high value over payments as a result of a DWP data-matching fraud and error initiative;
- £161k under spend in Legal mainly due to the structure not yet being fully recruited to following the Achieving Change in September.

Financial Results

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month
BUSINESS CHANGE & INFORMATION SOLUTIONS	1,517	1,488	29	↔
COMMERCIAL SERVICES	598	585	13	↔
COMMERCIAL SERVICES (SAVINGS)	(1,492)	(1,628)	136	↔
CUSTOMER SERVICES	1,782	1,824	(42)	↔
FINANCE	4,451	4,842	(391)	↓
HUMAN RESOURCES	3,377	3,515	(138)	↔
LEGAL SERVICES	3,252	3,413	(161)	↓
RESOURCES MANAGEMENT & PLANNING	245	208	37	↔
TRANSPORT AND FACILITIES MGT	15,737	15,808	(71)	↔
TOTAL	29,467	30,055	(588)	↓
CENTRAL COSTS	26,356	26,135	221	↔
HOUSING BENEFIT	18	406	(388)	↑
GRAND TOTAL	55,841	56,596	(755)	↔

Commentary

29. The following commentary concentrates on the changes from the previous month.

Finance

30. A forecast £391k reduction in spending, due mainly to over recovery of income and savings on Employees from unfilled vacancies and salary sacrifice. This is an improvement of £99k from the month 7 position.
31. The improvement since month 7 is due to additional income from the Combined Authority, to cover newly recruited staff, and from the Bailiff pilot scheme and ICAM team.

Legal

32. A forecast £161k reduction in spending, due to the structure not yet being fully recruited to following the Achieving Change in September. This is an improvement of £126k from the month 7 position.
33. The improvement from the month 7 position is due to recruitment delays.

Housing Benefit

34. A forecast £388k reduction in spending, due to the recovery of high value over payments as a result of a DWP data-matching fraud and error initiative This is an adverse movement of £196k from the month 7 position.
35. The adverse movement this month is due to a decrease in the level of overpayments now being made.

Resources Portfolio

Summary

36. As at month 9 the Portfolio is forecasting a full year outturn of a reduction in spending of £755k, as per the month 7 position. The key reasons for the forecast outturn position are:

- £136k over spend in Commercial Services (Savings) due to a shortfall in income from cashable procurement savings;
- £192k over spend in Other Central Costs – Capita due to project costs incurred in relation to the insourcing of the Revs and Bens Service;

Offset by:

- £391k under spend in Finance due mainly to over recovery of income and savings on Employees from unfilled vacancies and salary sacrifice;
- £138k under spend in Human Resources due mainly to over recovery of income on The Moorfoot Learning Centre;
- £388k under spend in Housing Benefit due to the recovery of high value over payments as a result of a DWP data-matching fraud and error initiative;
- £161k under spend in Legal mainly due to the structure not yet being fully recruited to following the Achieving Change in September.

Financial Results

Service	Forecast Outturn £000s	FY Budget £000s	FY Variance £000s	Movement from Month
BUSINESS CHANGE & INFORMATION SOLUTIONS	1,517	1,488	29	↔
COMMERCIAL SERVICES	598	585	13	↔
COMMERCIAL SERVICES (SAVINGS)	(1,492)	(1,628)	136	↔
CUSTOMER SERVICES	1,782	1,824	(42)	↔
FINANCE	4,451	4,842	(391)	↓
HUMAN RESOURCES	3,377	3,515	(138)	↔
LEGAL SERVICES	3,252	3,413	(161)	↓
RESOURCES MANAGEMENT & PLANNING	245	208	37	↔
TRANSPORT AND FACILITIES MGT	15,737	15,808	(71)	↔
TOTAL	29,467	30,055	(588)	↓
CENTRAL COSTS	26,356	26,135	221	↔
HOUSING BENEFIT	18	406	(388)	↑
GRAND TOTAL	55,841	56,596	(755)	↔

Commentary

37. The following commentary concentrates on the changes from the previous month.

Finance

38. A forecast £391k reduction in spending, due mainly to over recovery of income and savings on Employees from unfilled vacancies and salary sacrifice. This is an improvement of £99k from the month 7 position.
39. The improvement since month 7 is due to additional income from the Combined Authority, to cover newly recruited staff, and from the Bailiff pilot scheme and ICAM team.

Legal

40. A forecast £161k reduction in spending, due to the structure not yet being fully recruited to following the Achieving Change in September. This is an improvement of £126k from the month 7 position.
41. The improvement from the month 7 position is due to recruitment delays.

Housing Benefit

42. A forecast £388k reduction in spending, due to the recovery of high value over payments as a result of a DWP data-matching fraud and error initiative This is an adverse movement of £196k from the month 7 position.
43. The adverse movement this month is due to a decrease in the level of overpayments now being made. **Page 601**

Corporate

Summary

The table below shows the items which are classified as Corporate and which include:

	<u>FY Outturn</u>	<u>FY Budget</u>	<u>FY</u> <u>Variance</u>
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
Corporate Budget Items & Savings Proposals	60,902	62,711	(1,809)
Income from Council Tax, RSG, NNDR, other grants and reserves	(502,218)	(502,218)	(0)
Total Corporate Budgets	(441,316)	(439,507)	(1,809)

- **Corporate Budget Items & Corporate Savings:**
 - (i) corporate wide budgets that are not allocated to individual services / portfolios, including capital financing costs and the provision for redundancy / severance costs, and;
 - (ii) (ii) the budgeted saving on the review of enhancements and the budgeted saving from improved sundry debt collection.
- **Corporate income:** Revenue Support Grant, locally retained business rates and Council tax income, some specific grant income and contributions to/from reserves.

Commentary

- **Corporate** are currently showing a forecast reduction in expenditure of £1.8m. This includes the recognition of a forecast £1.2m under-utilisation of the corporate redundancy budget due to a lower than anticipated number of in year redundancies.

PUBLIC HEALTH BUDGET MONITORING AS AT

31st December 2015

Purpose of the Report

1. To report on the 2015/16 Public Health grant spend across the Council for the month ending 31st December 2015
2. The report provides details of the forecast full year spend of Public Health grant compared to budget. Key variances are explained and any financial risks are discussed in the risk section.
3. The net reported position for each portfolio/service area would normally be zero as public health spend is matched by a draw down of public health grant. For the purposes of this report, and in order to identify where corrective action may be necessary, we have shown actual expenditure compared to budget where there is an underspend position. Overspends which will affect Portfolios' revenue positions are described in the narrative sections only.

Summary

4. At month 9 the overall position was a forecast underspend of £1.5m which is summarised in the table below.

Portfolio	Forecast Full Year Expenditure	Full Year Expenditure Budget	Full Year Variance	FY Variance Forecast at m8	Movement from Prior Month
CYPF	15,128	15,663	(534)	(296)	(238)
Communities	13,468	13,997	(528)	(417)	(111)
Place	2,949	3,403	(454)	(440)	(14)
Director of PH	2,342	2,292	50	134	(84)
Total Expenditure	33,887	35,355	(1,466)	(1,019)	(447)

5. Key reasons for the forecast under spend are:
- Underspend in CYPF mostly due to 3 contract values being £252K lower than budget.
 - (£528k) underspend in Communities of which £193k is uncommitted funds that will be clawed back as part of in-year savings.

(£454k) underspend in Place mainly as a result of projects which have been put on hold (£345k).
 - £50k overspend in Director of Public Health as a result of a transfer to CYPF regarding the ESA pathway.

HRA Revenue Budget Monitoring 2015/2016 as at 31st December 2015

Purpose of this Report

1. To provide a summary report on the HRA 2015/2016 revenue budget for the month ending 31st December 2015, and agree any actions necessary.
2. The content of this report will be used as the basis of the content of the budget monitoring report to the Executive Management Team and to Members.

Summary

3. The HRA Business Plan is based on the principle of ensuring that investment and services required for council housing is met by income raised in the HRA.
4. The 2015-16 budget is based on an assumed in year position of £10.9m which is to be used to fund the ongoing HRA Capital Investment Programme. In accordance with the HRA's financial strategy any further in- year funds generated by the account will be used to provide further funding for the future HRA Capital Investment programme.
5. As at month 9 the full year outturn position is a projected £4.8m saving compared to budget.

The main variances include reduced net rental income of £285k mainly due to a higher turnover of vacant properties this position is expected to improve in the final quarter of the year, reduced rental income is also partly offset by a forecast reduction in the provision for bad debts. Service charge income is forecast to be £197k below budget due to timings whilst a £252k increase in expenditure on housing repairs and maintenance budgets is expected. These are offset by forecast reductions of £5.6m on overall running costs, of this £1.4m relates to staffing as a result of turnover and vacancy savings, £ 1.9m of general running and operating expenses and £2.3m resulting from the re-profiling of projects into future years.

Financial Results

Housing Revenue Account (excluding Community Heating)	FY Outturn £000's	FY Budget £000's	FY Variance £000's	Movement from Month 8
1.NET INCOME DWELLINGS	(149,142)	(149,427)	285	↑
2.OTHER INCOME	(6,626)	(6,823)	197	↓
3.HOMES-REPAIRS & MAINTENANCE	32,123	31,871	252	↑
4.DEPRECIATION-CAP FUND PROG	38,973	38,973	-	↔
5.TENANT SERVICES	54,278	59,922	(5,644)	↓
6.INTEREST ON BORROWING	14,644	14,579	65	↔
Total	(15,750)	(10,905)	(4,845)	
7.CONTRIBUTION TO CAP PROG	15,750	10,905	4,845	↑

Community Heating

6. The budgeted position for Community Heating is a draw down from Community Heating reserves of £338k. As at month 9 the position is a draw down from reserves of £232k resulting in a saving of £105k. This is due to re-profiling the implementation of the heat metering scheme and a reduction in gas charges.

Community Heating	FY Outturn £000's	FY Budget £000's	FY Variance £000's	Movement from Month 8
Income	(2,955)	(2,760)	(194)	↓
Expenditure	3,187	3,098	89	↓
	232	338	(105)	

Housing Revenue Account Risks

7. 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 elsewhere in the report, the Government announced a number of further changes in the July 2015 Summer Budget Statement and Welfare Reform and Work bill. These include a revision to social housing rent policy, which will reduce rents for the next four years. This will have a considerable impact on the resources available to the HRA. In addition, the Government's "Pay to Stay" proposals and other changes in the Housing and Planning bill will impact on both tenants and the HRA business plan. Work is continually ongoing to assess the financial impact of these. Other 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) and future changes to contractual arrangements.

Collection Fund 2015/16 – Quarter 3 monitoring

Summary

1. In 2015/16 approximately £276m of SCC expenditure is forecast to be financed directly through locally collected taxation. This taxation is initially collected by the Council and credited to the Collection Fund.
2. The Government receives 50% of the Business Rates collected (the Central Share) and uses this to finance grant allocations to local authorities. The Fire Authority receives 1% and the Council retain the remaining 49% as below.
3. Council Tax is distributed approximately 86% to SCC, 10% to the Police and Crime Commissioners Office and 4% to the Fire Authority. The SCC share is detailed below.

Income Stream	2015/16 Budget	Year to Date	Forecast Year End Position	Variance
	£m	£m	£m	£m
Council Tax	-170.4	-159.3	-168.9	1.5
Business Rates Locally Retained	-105.7	-101.8	-100.7	5.0
TOTAL	-276.0	-261.1	-269.6	6.5
RSG/Business Rates Top Up Grant	-144.7	-108.5	-144.7	0.0
TOTAL	-420.8	-369.6	-414.3	6.5

4. By mid January every year, local authorities are required to make an estimate of the cumulative surplus or deficit on the Collection Fund. The Council’s local share of the cumulative surplus is estimated at £0.3m, comprising a £5.2m surplus on Council Tax offset by a £4.9m deficit on Business Rates. The cumulative position takes account of the in-year deficits on both Council Tax and Business Rates, as described in the paragraph below, combined with a £6.8m surplus brought forward from 2014/15.
5. As at the end of Quarter 3 the local share of the Collection Fund is forecasting an overall in-year deficit of £6.5m made up of a £1.5m deficit on Council Tax and a £5.0m deficit on Business Rates.

Council Tax

6. The Gross Income chargeable to dwellings is £2.1m over budget due to a growth in home building of around 2000 dwellings compared to the Council Tax Base (CTB) forecasts.

7. However exemptions are showing as £3.3m over budget. This is due to a significant increase in student exemptions awarded both in purpose built halls of residence and more generally. A review of these exemptions is currently being undertaken.

Business Rates

The most significant areas of variation by year end are expected to be in Gross Rates Income Yield (£3.0m worse), Reliefs (£2.0m better) and losses on appeals (£3.2m worse). Appeals are proving to be an extremely problematic area both locally and nationally so an increase has also been made to the appeals provision of £6.6m (see details below) which results in an overall deficit of £10.2m. The SCC share of this (49%) is £5.0m.

Collection Fund - Business Rates	Budget 2015/16 £m	Year to Date £m	Forecast Year End Position £m	Variance £m
Gross Business Rates income yield	-259.9	-256.6	-256.8	3.0
LESS Estimated Reliefs	38.2	35.6	36.2	-2.0
Transitional Relief	0.0	0.5	0.5	0.5
Losses and Cost of Collection	3.0	0.9	1.8	-1.2
Losses on Appeals re Current Year Bills	3.8	6.2	7.0	3.2
Increase (Decrease) due to appeals / bad debt provisions	0.0	6.6	6.6	6.6
Net Collectable Business rates	-214.9	-206.9	-204.7	10.2
Appropriation of net business rates:				
Sheffield City Council	-105.7	-101.7	-100.7	5.0
SY Fire Authority	-2.1	-2.1	-2.0	0.1
Government	-106.7	-102.8	-101.7	5.1
Designated Areas	-0.3	-0.3	-0.3	0.0
Total SCC Appropriations	-214.9	-206.9	-204.7	10.2

Gross Rates Income Yield

8. The Gross Business Rates Income Yield has, to date, decreased by £3.3m compared to total budget. Whilst there have been some new entries in to the list there has also been decline.
9. The biggest single factor is the Valuation Office ruling on health centres which led to a reduced rateable value for all health centres across the country. Whilst this was known to be under appeal the eventual decision was unexpected and so has

impacted both the income yield and the losses on appeal lines more than anticipated.

10. The gross yield is however expected to rise by around £0.2m to £256.8m by year end, £3.0m under budget.

Reliefs and Discounts

11. Most reliefs and discounts are awarded in full at the point of billing at the start of the year. The total level of reliefs awarded to the end of quarter 3 amounts to £35.6m which is £2.6m below the £38.2m assumed in the budget. These are expected to rise to £36.2m by year end, £2.0m under the original budget.

12. The most significant variation is in relation to Empty Property Reliefs which are down £2.3m against budget due to what appears to be an upturn in genuine occupations at the lower end of the market.

Reliefs	Budget 2015/16 £m	Year to Date £m	Forecast Year-End Outturn £m	Variance £m
Small Business Rates Relief	5.1	5.3	5.4	0.3
Mandatory Charity Relief	19.6	19.6	20.0	0.4
Discretionary Relief	0.7	0.4	0.5	-0.2
Empty Property / Statutory Exemption	10.0	7.7	7.7	-2.3
Partly Occupied Premises Relief	1.4	0.3	0.3	-1.1
New discretionary reliefs	1.5	2.4	2.4	0.9
	38.2	35.6	36.2	-2.0

Appeals

13. Appeals are notoriously difficult to forecast due to the lack of available information. The 2015/16 Council budget anticipated £3.8m of refunds in year resulting from appeals. This was based on historical trend analysis.

14. Losses on Appeals are anticipated to be £3.2m over budget by year end primarily due to the refunds paid out in relation to health centres which currently stand at around £4.5m of the £6.2m year to date figure.

15. There is a provision of £13.7m carried forward into 2015/16, however several significant national appeals have emerged during the course of the year. Health centres have cost £4.5m in refunds to date but a further £3.1m is expected. The likely removal of ATM's from the rating list is anticipated to cost around £2.1m. If Virgin Media is removed from the list a further £3.2m is at risk. Given these major

individual factors and the fact around a third of RV in total is under appeal it is deemed prudent to increase the appeals provision significantly to account for this.

Conclusion

16. Whilst the position of a £6.5m deficit is unwelcome, the problems emerging around business rates in particular make this a necessary forecast of the year end outturn to protect the council and its preceptors from carrying an unrealistic surplus in to future years. As stated previously Business Rates, and in particular the effect of appeals on income, are an extremely volatile area and the Collection Fund is the means by which we manage that volatility. The removal of these one off adjustments shows a relatively stable base position on which to target future growth. Whilst risks of further appeals against liability to pay business rates remain, growth in the base of both Council Tax and Business Rates is forecast to accelerate in the coming years.

CAPITAL PROGRAMME MONITORING AS AT 31st DECEMBER 2015

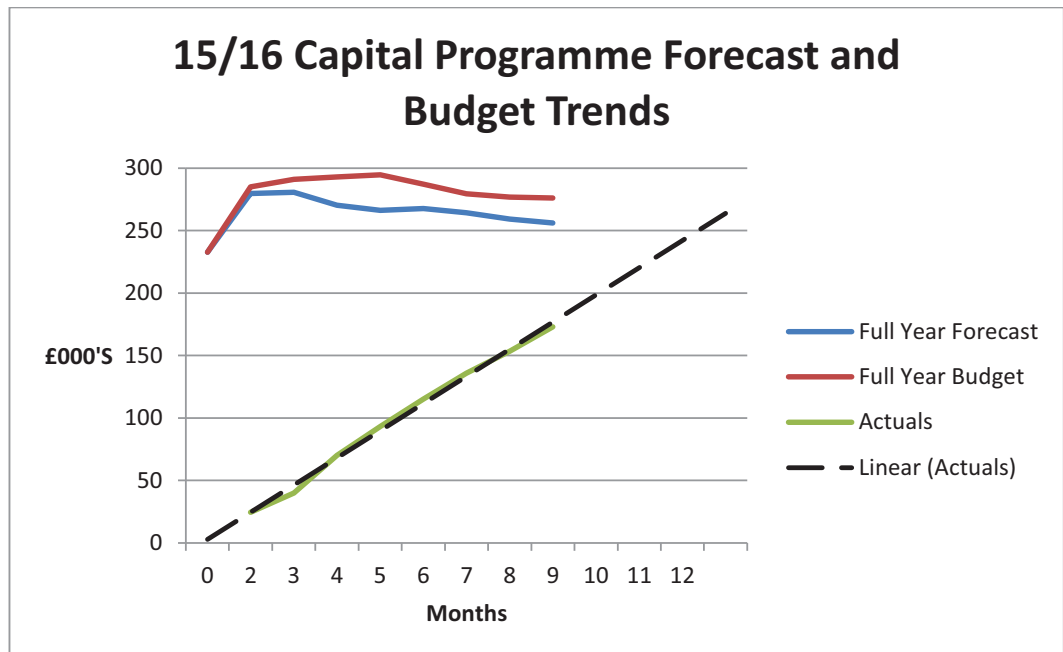
Summary

1. At the end of December 2015, the end of year position forecasts a variance of £20.1m (7%) below the approved Capital Programme. Project managers are forecasting to deliver a capital programme of £256m. This is £3.3m lower than forecast last month and reflects lower delivery on Schools, Homes and Council infrastructure work offset by increased spending on the Sheffield Retail Quarter following a re-profile of property acquisitions.
2. The bulk of the forecast variance is in the Place (£10.7m – 11% - below budget) and Housing programmes (£5.2m – 6%). These variances are discussed in greater detail below at paragraph 9.
3. The Year to date position shows spending to be £18.1m (9%) below planned spend. This is a further £2.6m shortfall from last month although still at the same level of 9% below budget as in November.
4. The chart at paragraph 6 compares the Approved Budget, Outturn Forecast and Year to date spend. The increase from the Approved Budget at Council of £232m to the current level is due to the slippage rolled forward from 14/15.
5. The forecast line shows a reduction of some £20m over the year since Month 2 forecasts in May. The budget has reduced too but at a slower rate indicating that managers are still submitting slippage requests to catch up with the revised forecasts. Looking at spend rates to date, allowing for an increase in accruals at year end and assuming the major (Top 20) projects hit their forecasts, an Outturn close to or very probably below £250m is the more likely scenario.

Financials 2015/16

Portfolio	Spend to date	Budget to Date	Variance to date	Full Year forecast	Full Year Budget	Full Year Variance	Change on last Mth Bud	Change on last Forecast
	£000	£000	£000	£000	£000	£000	£000	£000
CYPF	26,375	28,176	(1,801)	32,078	34,920	(2,842)	(755)	(1,391)
Place	56,182	69,249	(13,067)	88,503	99,235	(10,732)	1,294	1,292
Housing	51,717	52,866	(1,149)	79,406	84,573	(5,167)	(2,535)	(2,535)
Highways	11,812	12,374	(563)	17,740	17,556	184	(111)	(114)
Communities	302	295	7	382	352	30	2	2
Resources	2,564	4,117	(1,553)	6,141	7,697	(1,556)	(604)	(1,732)
Corporate	24,109	24,109	-	31,753	31,753	-	-	1,178
Grand Total	173,061	191,187	(18,125)	256,004	276,087	(20,083)	(2,710)	(3,300)

6. Forecast trends



7. Capital Programme

Capital Programme

	2015-16 £m	2016-17 £m	Future £m	Total £m
Month 8 Approved Budget	276.6	198.8	315.4	790.8
Additions	1.9	4.1	0.0	6.0
Variations	-2.5	-1.9	0.0	-4.4
Month 9 Approved Budget	276.0	201.0	315.4	792.4

8. The revised programme shows a small net increase of £1.6m. Most of the specific additions have been funded by applying the block funding allocations to specific projects which are represented on the Variations line above creating a small net increase.

Commentary

9. The Top 20 projects in the Capital Programme account for 72% of the current 2015/16 budget. The key variances for the forecast £20.1m shortfall against the whole of the programme by the year end are shown below. £10.9m (57%) of that variance is accounted for by the Top 20 projects:
- Further re-profile of spending on the Sheffield Retail Quarter project to reflect revised programme information resulting in slippage of £6.8m into 2016/17;
 - Up to £3m of potential underspend on the remediation of the Don Valley Stadium as a result of savings being realised on the original project estimate;
 - Within the Housing Programme, £1.1m of slippage on replacing garages following a review of the policy;
 - £0.9m slippage on the Roofing programme following receipt of a revised construction programme from the contractor;

- £0.7m each on the Roll out of Recycling facilities at flats and refurbishment of communal areas due to delays at the contract award stage;
- £0.8m forecast slippage on the new Tinsley Primary school. This will be recovered next year and the school is expected to open on time
- Several projects are currently forecasting an increase on planned spend in the year. These include £0.5m on the New Council House builds, £0.7m on the Lower Don Valley Flood Defence works, £0.5m on the Council House acquisition programme and £0.5m on BRT North. The first two projects have recently been re-profiled to reflect previous slippage against programme.

Of the £18.1m slippage against the programme at the end of December:

- The Roofing programme has been re-profiled to reflect the latest construction plan and is now only £0.2m ahead of plan.
- £5.7m behind profiled spend on the SRQ;
- £3.9m behind profile on the two new leisure centres at Graves and North Active. The projects have slipped £1.3m in the current period but the slippage will be caught up so that the centres will open on their projected dates;
- £1.6m behind on the Acquisitions programme to increase the stock of Council Housing due to delays in seeking suitable properties and completing the property transactions;
- The Grey-to-Green project is £0.4m behind plan as a result of uncharted service diversions, contractor performance and the need to resolve some design issues during the works period; and
- A net £6.3m shortfall against budget on the 167 projects outside the Top 20. Of these, 47 projects are, cumulatively, £4.9m ahead of plan but the remainder are £11.2m behind plan with the largest variances of £0.5m each being on the delayed installation of Road Safety cameras, Beighton Leachate Plant reconstruction, Office Accommodation Efficiency improvements and charging of Programme Management costs to the Housing programme.

Approvals

10. A number of schemes have been submitted for approval in line with the Council's agreed capital approval process.
11. Below is a summary of the number and total value of schemes in each approval category:
 - 4 additions to the capital programme with a value of £0.6m.
 - 13 variations to the capital programme amounting to a net decrease of £1.7m; and
 - 6 requests for slippage amounting to £1.1m.
12. Further details of the schemes listed above can be found in Appendix 5.1 and 5.2.

Finance

December 2015

Scheme Description	Approval Type	Value £000	Procurement Route
THRIVING NEIGHBOURHOODS AND COMMUNITIES			
GREAT PLACE TO LIVE :-			
Highways			
<p>North Sheffield Better Buses – Key Bus Route As a member of the Sheffield Bus Partnership, Sheffield City Council is contributing to a 2% annual target increase in bus patronage and the aim of this project is to reduce congestion and delay on key bus routes to encourage the use of public transport.</p> <p>The December Great Place to Live Board approved the Outline Business Case for this scheme. The scheme will cost £2.9m and complete in 2017/18 and is funded from Better Buses Fund. The solution includes the implementation of a number of traffic improvement measures which when taken together, will aim to reduce journey times for buses and other traffic by several minutes, bringing about major improvements to bus network reliability. It is envisaged a total number of 15 interventions will be implemented over 4 key work packages, each managed as a discrete business unit.</p> <p>There is currently £739k approved in the Capital Programme for the scheme and following the approval of the Outline Business case, a further £93k will be added to cover detailed design (across the work packages) and an additional £370k to cover the construction of the final part of the Barnsley Road / Hartley Brook Road section, which totals £1.2m. The remainder of the funding (£1.7m) will be drawn-down following the approval of final business cases for each stage.</p>	Variation	2,161	Barnsley Road / Hartley Brook Road element – Competitive Tender Remaining – Schedule 7 Highways Contract

<p>The Council is currently investigating the different options for procuring each stage which may be via the existing Highways PF1 contract or tendered within the wider construction market. The Barnsley Road / Hartley Brook Road element of the scheme has been identified as one of five schemes currently proposed to be competitively tendered as part of this Value for Money validation exercise during the Sheffield Better Buses Programme.</p>			
<p>BN962 Bus Agreement (Highways) This scheme has current approval for £2.6m (including prior year spend) for the development of Interventions to enable the improvement of bus journey time which is in conjunction with the South Yorkshire Passenger Transport Executive (SYLTE) and bus operating companies as part of the Sheffield Bus Partnership.</p> <p>Funding is currently from Better Buses, Local Transport Plan SYLTE and Pinchpoint, through to 2018.</p> <p>Due to a delay in agreeing the level of Better Buses funding for 2015/16, it has been necessary to move an element of this funding to 2016/17</p>	Slippage	-162	n/a
<p>Parks Westfield Hub Feasibility This proposal seeks approval to undertake a Feasibility Study to identify options improve existing football and rugby facilities at the former Westfield School site, Mosborough, by providing improvements to the natural turf pitches and the development of two new floodlit Artificial Grass Pitches supported by changing, club house and gym facilities all designed to FA, Football Foundation and Sport England design criteria.</p>	Variation	32	N/A

<p>The Council is aiming for the full scheme to be completed by 31st March 2017 to handover to an appointed operator on 1st April 2017. Under the terms of the grant the study needs to be completed by March 2016.</p> <p>The Initial approval for a feasibility study costing £52k was made in November. The increase of £32k is to cover an increased scope of work requested by Sport England. The new cost is therefore £84k. Conditional approval is sought as the Great Places to Live Priority Board, convenes on 26th Jan and will need to approve this change to the original plan.</p>							
<p>SUCCESSFUL YOUNG PEOPLE :-</p>							
<p>Manor Lodge Structural</p>							
<p>The school is suffering from major structural defects and has been held as a priority scheme for several years. The scope of works is to address the hall lintels, spalling concrete to the undercroft and structural defects to the south west elevation.</p>							
<p>This phase, to be managed as a separate scheme, will deliver the main stage of the Manor Lodge works, following the successful completion of a £50k pilot scheme to examine the structure which enabled a technical design to be made offering a higher level of cost and programme certainty for the main project works. The scope of the scheme comprises structural works to the hall roof/windows following the pilot scheme and to the undercroft, full refurbishment of the hall, widening of the hall fire escape door and repayment of school expenses attached to window replacement along the side elevation.</p>							
<p>Additionally, £10k will be channelled into investigation feasibility work for potential further structural work, to be done whilst on site to minimize overhead costs. To keep the school's pupils and staff safe, the main scheme works, will be undertaken during</p>							
<p>Addition: works - feasibility -</p>	<p>570 10</p>	<p>-Yortender - 3 Quotes -In house</p>					

<p>the 2016 summer holidays. The project is to be funded from the Department for Education Capital Maintenance Block Allocation grant.</p>			
<p>Halfway Infants Mobile Originally, this project was to deliver a replacement mobile unit at Halfway Infants School. The returned tenders indicate a higher than expected cost which does not offer value for money when compared to the cost of a permanent solution. The delay caused by the extra planning and revised works, will cause the project to slip into 2016-17 and a request to slip £223.5k is also sought. The project is to be funded from the Capital Maintenance Block Allocation, itself funded from a DFE (Department for Education) grant.</p>	<p>Variation of scope and cost; with slippage</p>	<p>50 -223.5</p>	<p>N/A</p>
<p>Capital Maintenance Block Allocation This Block allocation is in place to support various building maintenance projects across schools and other educational buildings. This variation is to request funding allocations as follows to support the specific schemes in this report</p> <ul style="list-style-type: none"> • £580k to finance structural works at Manor Lodge school; and • £50k for extra costs involved on changing the scope of the Halfway Infant School works from a replacement mobile to a permanent building solution, as noted above. <p>The block allocation is funded from a Department of Education Capital Maintenance grant.</p>	<p>Variation</p>	<p>-630</p>	<p>N/A</p>
<p>Greystones Expansion Continued monitoring of future pupil place demand has identified a need in the Greystones area and this project was to facilitate an expansion of classroom facilities at the school. Feasibility and scope of works have been completed to design a solution</p>	<p>Variation</p>	<p>500</p>	<p>N/A</p>

<p>to these requirements including the demolition of three temporary buildings, provision of 6 additional classrooms and refurbishment of the kitchen area.</p> <p>This request is for an additional £500k, taking the total project cost from £3.5m to £4m, following increased construction expense due to additional supply chain costs and compensation events (statutory utility diversion works undertaken at £60k).</p>			
<p>The project is to be funded from the Basic Need Block Allocation from a DFE grant.</p> <p>Rowan Expansion</p> <p>Originally, this project was to deliver an expansion of 4-11 years old provision at The Rowan School, an Autism Spectrum Disorder (ASD) Special School. The school is significantly oversubscribed and there is a growing demand for places.</p> <p>This request is for an additional £130k, taking the total project costs to £2.015m, due to construction costs having increased primarily due to:</p> <ul style="list-style-type: none"> • Change in materials as a result of warranty issues £43K • Disposal of site offsite instead of re-using on site £25k • Unable to achieve all M&E Value Engineering savings £10k • Kitchen not included in the original contract sum £20k • H&S changes, fencing & steps £23k • Additional roof works £6k • Other/fees £3k 	<p>Variation</p>	<p>130</p>	<p>N/A</p>
<p>The project is to be funded from the CYPF Basic Need Block Allocation.</p> <p>School Expansion Feasibility & Design</p> <p>This project was created to deliver a feasibility programme for potential demand pressures from growth across the SCC school estate. The work is to apply to various sites across the council's schools estate, with costs to be recharged to those schools</p>	<p>Variation</p>	<p>189</p>	<p>N/A</p>

<p>with ensuing capital works on completion of build.</p> <p>The feasibility programme was designed to respond to changes in demand as a result of forecast growth and redistribution of pupils based on residential area pupil level studies and this request is for an additional £100k, to cover:</p> <p>New Primary Places (City centre outer) 1 FE expansion £45k New Primary Places North East 1FE expansion Pye Bank area £45k Secondary Places £89k Planning fees £10k</p> <p>The project is to be funded from the Basic Need Block Allocation.</p>								
<p>Basic Need Block Allocation This Block allocation is in place to support various expansion works across schools and other educational buildings. This variation is to request funding allocations as follows to support</p> <ul style="list-style-type: none"> • £189k to finance further feasibility & design on secondary and primary provision; • £500k for increased building costs on the Greystones expansion project ; and • £130k for additional construction costs on the Rowan expansion project, as noted above. <p>The block allocation is funded from a Department of Education Basic Need grant.</p>		Variation	-819	N/A				
<p>ESSENTIAL BUILDING WORKS and EFFICIENCY SCHEMES</p>								
<p>Fire Risk Assessment Programme 15-16 This is a programme of statutory compliance surveys and assessments that have to be</p>		Variation	533	Competitive Tender				

<p>undertaken for the Regulatory Reform (Fire Safety) Order 2005 to identify hazards and risks where there are areas of poor or non-compliance within the estate. Identified works will include the installation of full audible fire detection systems, emergency lighting, fire doors and improvements to fire compartments. The following sites have been identified as the remaining batches 4 & 5 on the 2015-16 programme:</p> <ul style="list-style-type: none"> • Stocksbridge Youth Club • Bishops House Museum • Firth Park Clock Tower • Red Tape Studios • Audio Visual Entertainment Centre <p>The total cost of the above 5 sites is £665k, which leads to a request for a further variation to allocate an additional £533k from the Health & Safety Block Allocation to fund the work once the existing £132k of existing remaining programme funding is used.</p>			
<p>Moorfoot This project will refurbish currently empty Moorfoot offices to accommodate staff currently housed in other buildings for which the Council pays rent. This is part of the Office Accommodation Efficiency programme whose objective is to reduce property costs.</p> <p>Staff have been transferred to Moorfoot from buildings elsewhere as part of a rationalisation programme to accommodate the office based workforce in a fewer number of buildings than hitherto, avoiding future cost and contributing to overall savings targets. The annual revenue budget savings are expected to be at least £765k.</p> <p>Phase 3 of this refurbishment will facilitate the vacation of Derwent House and thus the</p>	<p>Variation & Slippage</p>	<p>301 -1</p>	<p>N/A</p>

<p>co-location of Capita staff into Moorfoot (Levels 5 & 6). The surrender of the Derwent House lease will realise savings and there is an opportunity to recover some of the fixed costs at Moorfoot by leasing space to the Council's contractors.</p> <p>This variation seeks an additional £301k to cover an increase in legacy costs due to extra work in catering for the relocation of additional council employees brought into scope and for relocating Capita staff as phase 3 of the scheme. Additionally, the variation includes a request for a small amount of slippage to the value of £0.9k into 2016/17 due to slight re-phasing adjustments.</p> <p>The project is funded from prudential borrowing, to be repaid from revenue savings over 10 years, with the £301k variation being funded from £160k savings on the IT Workstreams project after a decision not to pursue the 'Follow Me Printing' option, £30k from the Resources Health & Safety Block Allocation and an additional request for £111k from Prudential borrowing under the Invest to Save programme.</p>			
<p>IT Workstreams</p> <p>This project is part of the Workplace Wider Accommodation Programme, specifically addressing the additional IT requirements. The project comprises internal project management and IT application costs, to be delivered solely through the contract with Capita.</p> <p>The Council's Business Change and Information Solutions (BCIS) input has recommended that, given the complexities involved in working around print related contractual obligations, the efficiency programme would not be best positioned to achieve the benefits projected from the Follow Me Printing (FMP) proposal with the budget in the current approval. Ideally the Programme would wish FMP to eventually be pursued by the Council, but this should be predicated upon a full Business Case assessing accurate projected cost against benefits, being submitted in future.</p>	<p>Variation & Slippage</p>	<p>-160</p> <p>-129</p>	<p>N/A</p>

<p>As a result of a decision to not to go ahead with 'Follow Me printing' this variation request is to reallocate £160k of proposed savings to support pressures on the main Moorfoot refurbishment programme, and to slip £129k into 2016/17 to extend the project to June 2016.</p> <p>The project is currently funded from prudential borrowing as part of an invest-to-save scheme for Workplace relocation.</p>			
<p>Health & Safety Block Allocation</p> <p>This block allocation was set up to support health and safety related issues on projects across the Resources portfolio. This request is to allocate funds as follows:</p> <ul style="list-style-type: none"> • £30k to the Moorfoot refurbishment programme to cover fees related to combined schemes, relating to health and safety implications of the 'phase 3' works at Moorfoot. • £533k to the Fire Risk Assessment Programme to cover additional works covered by batches 4 & 5 of the 2015-16 Programme at Stocksbridge Youth Club, Bishops House Museum, Firth Park Clock Tower, Red Tape Studios and the Audio Visual Enterprise Centre. • Additionally, the balance of £446k on Q73 is to slip into 2016-17 as it will be applied to Fire Risk Assessment and other projects that will now start spending in that year. 	<p>Variation & Slippage</p>	<p>-563 & -446</p>	<p>N/A</p>
<p>Resurfacing (Inc. Parks) Programme</p> <p>This project will deliver a programme of resurfacing footpaths throughout the city within parks and the public realm, that are not covered by the highways contract. This will improve both safety and condition and reduce related liability claims against the city council.</p> <p>This request is to allocate £30k of funding for feasibility work, with any ensuing surveys</p>	<p>Addition – feasibility stage</p>	<p>30</p>	<p>In house</p>

<p>and resurfacing works to be addressed with reference to a post-survey prioritised list of sites, as agreed with Service Managers within the relevant service areas. The scheme is funded from an agreed allocation from the Corporate Resource Pool.</p> <p>Dams and Watercourses Programme</p> <p>This project will help to ensure that dams and watercourses are maintained to the required standard across the Parks and Countryside estate. Various sites will be improved, being addressed on a targeted priority basis.</p> <p>The maintenance works will focus on the safe repair and rebuilding of dams and watercourses identified as requiring action following survey works.</p> <p>This request is to allocate a £20k of funding for feasibility work, with any ensuing surveys and improvement works to be addressed by way of a prioritised list of sites, taking into account representations from any relevant voluntary bodies, and agreed with Service Managers within the relevant service areas.</p> <p>The scheme is funded from an agreed allocation from the Corporate Resource Pool.</p>	<p>Addition – feasibility stage</p>	<p>20</p>	<p>In house</p>
<p>Project Delivery Costs</p> <p>This scheme currently has approval for £2.32m (including prior year spend) for work-styling costs associated with the refurbishment programme required in the Council's Accommodation Strategy. Council staff are to be relocated from other locations, such as Derwent House and Cathedral Court, and accommodated along with relocated Capita staff, at Moorfoot.</p> <p>The project is currently funded from prudential borrowing as part of an Invest to Save scheme for Workplace relocation.</p> <p>This request is to slip £182.5k of costs into 2016/17 to cover the period March to June 2016; now that the extension of the project by 3 months has been agreed. The slipped</p>	<p>Slippage</p>	<p>-182.5</p>	<p>n/a</p>

costs for the extended period are in line with previous monthly charges.				
DIRECTOR VARIATIONS:- (Note only)				
THRIVING NEIGHBOURHOODS AND COMMUNITIES				
School Keep Clear (Highways) The primary aim of this project is to deliver the Council's endorsed strategy of reviewing the school 'keep clear' markings at every school in Sheffield in order to determine and implement the interventions that are required to allow them to be legally enforced by our parking services team. Due to overspend on phases 4, 5 and 6, based on the initial estimated costs, Director Approval has been given to increase the project budget by £9k. The additional amount will be funded from Local Transport Plan (LTP) from the saving on the Normanton Hill project.	Director Variation	9	n/a	
Normanton Hill (Highways) This project was to install a signal controlled pedestrian crossing on Normanton Hill by the entrance to Richmond Park. This has now been completed and an overall saving of £23k (based on the estimated costs) of Local Transport Plan (LTP) funding has been made. Director Approval has been given to reduce the approved budget by £23k, releasing additional LTP funding to fund projects where estimated costs have increased.	Director Variation	-23	n/a	

Grant Awarding Body	Name of the Grant	Project to be funded by the Grant	Conditions and Obligations	Value £000
Sport England	Sheffield Parklife Project - Exchequer Funding	Westfield Football Hub Feasibility	<p>This is for the award of advance funding for project development costs.</p> <p>Costs SCC: £102,732 Abacus Williams: £30,071 Total: £132,803</p> <p>Main Conditions</p> <ol style="list-style-type: none"> 1. Exchequer Funding must be spent by 31.03.16. 2. SCC must engage SE approved contractor Abacus Williams for feasibility work. 3. Interim payments are tied to milestones. 4. Payment of the grant will be paid upon submission of an Interim Claim form as the project progresses & then a Final Claim. 5. Award to be used solely for financing the project development costs. 6. Eligible development costs are: <ul style="list-style-type: none"> • Architect's fees; • Quantity surveying fees; • Site survey/investigation; • Fees relating to securing detailed planning permission; • Fees in relation to complying with building regulations; 	132,803

	<ul style="list-style-type: none"> • Tender costs. <p>7. SCC to provide SE with monthly progress reports & maintain accounting records.</p> <p><u>Claw back</u> If SCC do not apply the award for the purpose for which it was made or fails to achieve the project development in accordance with the application.</p> <p><u>Risks</u> Work/services not being delivered and completed by 31.03.16.</p> <p>The terms and conditions stipulate SCC must use SE approved contractor. SCC Constitution requires a Procurement.</p>			
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