

CAPITAL STRATEGY and BUDGET BOOK

2020/21 - 2024/25

Sheffield
City Council





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1 EXECUTIVE SUMMARY AND RECOMMENDATIONS

A succinct summary of priority areas and recommendations for approval

1.1 Headline summary of priorities

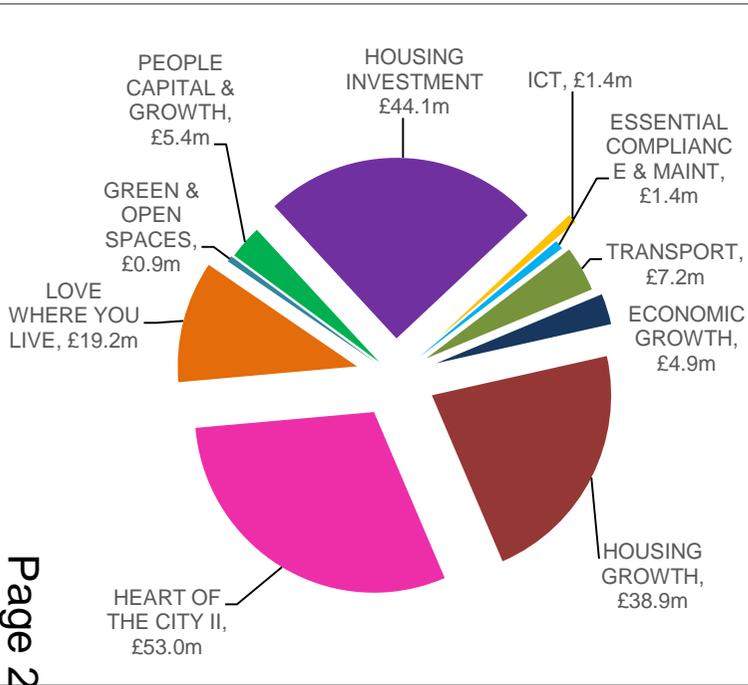
Capital spending pays for buildings, roads and council housing and for major repairs to them. It does not pay for the day-to-day running costs of council services. We strive to use our capital monies to make the biggest possible positive impacts upon Sheffield people. This Capital Strategy provides a high-level, longer term view of the Council's ambitions for capital investment.

Capital Programme strategic priorities: 2020/21

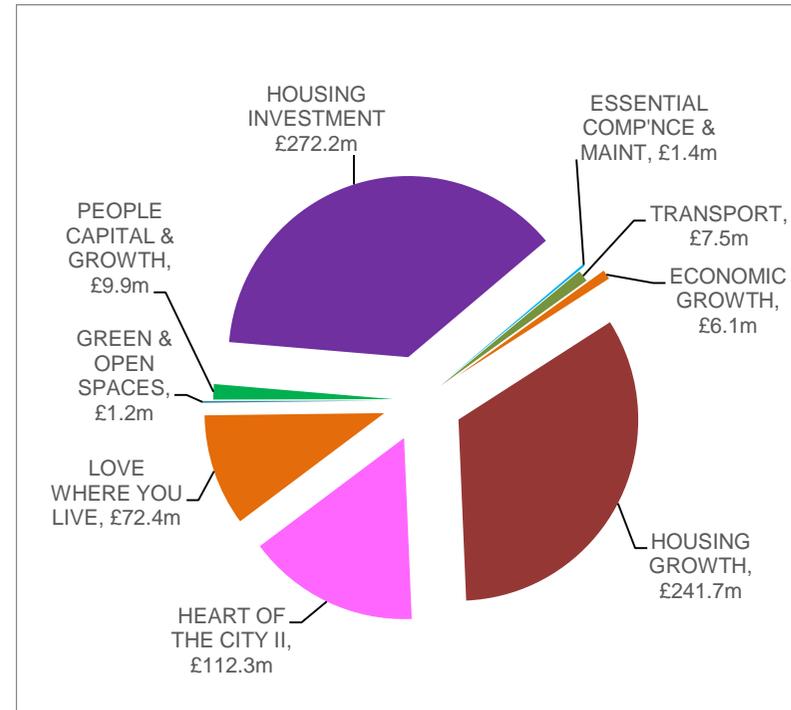
The size of the proposed capital programme in 2020/21 is £176.4m:

Economic growth	£4.9m
Transport	£7.2m
Housing growth	£38.9m
Housing investment	£44.1m
Love where you live	£19.2m
Green and open spaces	£0.9m
People: capital and growth	£5.4m

Heart of the city II	£53m
Essential compliance and maintenance	£1.4m
ICT	£1.4m



Capital Programme strategic priorities: 2020/25



The size of the proposed 5-year capital programme for 2020/21 to 2024/25 is £726.1m. These amounts represent headline figures for existing commitments within the Capital Programme and those currently within the approvals process. They do not, however, include allocations for potential pipeline projects which have not yet received approval.

1.2 How this document is structured

This document is split into twelve sections:

- Section 2: sets out the background to the Capital Programme, including its size, shape and how it is funded.
- Sections 3 – 11: set out the key investment priority principles for each of the priority areas, together with the highest value existing projects and potential pipeline projects – some of which may be brought forward for approval following feasibility and consultation. These sections also set out the key challenges faced by each priority area, together with how we are proposing to tackle these challenges.
- Appendix 1: provides background information relating to Corporate Investment Fund, together with our investment proposals.
- Appendix 2: sets out a full list of approved projects in the Capital Programme

1.3 The priority areas in more detail

This section takes each of the priority areas (contained at sections 3-11) in turn, for the period 2020-2025

1.3.1 Economic Growth: £6.1m

This priority is about getting more people into good jobs, helping them to earn more and live healthy lives, using and building their skills and knowledge. We want to see more businesses setting up, growing, innovating and creating good jobs; a connected city with the transport and digital infrastructure to support the city's growth and help everyone to connect to economic opportunities.

1.3.2 Transport: £7.5m

Our Transport priority aims to deliver safe, well maintained streets which enable the city's ongoing development and helps every resident access things like jobs and local services. We want to see an attractive public transport offer and infrastructure which encourages other means of transport than the car. We also want to improve the City's air quality to improve the quality of life for our residents. To this end, we are delivering projects which support Sheffield's existing Transport Policy.

1.3.3 Housing Growth: £241.7m

Sheffield needs a housing market that delivers choice, quality and affordability in every part of the city. The Council has set out its commitment to build between 2,000 and 2,300 new homes each year by 2022. 725 of these must be affordable. We must work in partnership across the city to deliver this objective, using a wide mix of measures to increase development.

The Council will also increase its own social housing stock, both through the delivery of new Council homes, acquiring existing homes to bring into the Council's rental portfolio and bringing empty properties back into use.

We also want to increase the amount of quality housing provision for older people and people with learning difficulties and have progressed projects to facilitate this. These projects should also release other housing stock throughout the city, thus relieving some pressures on other residents who are seeking accommodation.

1.3.4 Housing Investment: £272.2m

Our tenants should live in warm, dry, safe and secure properties which are as efficient to run as possible. To deliver this, the Council will continue to renovate and refurbish the Council's housing stock.

1.3.5 Love Where You Live: £72.4m

The Love Where You Live priority is about creating places and spaces where people enjoy being, contributing to the quality of life for our citizens. It's about ensuring access to high quality facilities – whether libraries or sport and leisure facilities – which underpin our communities and support their mental and physical wellbeing. It's also about providing well maintained green and open spaces, creating environments which people are proud of and help them to thrive.

1.3.6 Green and Open Spaces: £1.2m

This priority focuses on a dedicated strand of works from the 'Love Where You Live' priority. Funded primarily from either s.106 contributions from developers (which are required to be spent in green spaces), Public Health monies, (with the aim of reduce health inequalities in the city) or from external funding grants (such as Sport England or Lottery Heritage Fund), this priority aims to restore and enhance civic pride in our parks, playgrounds and green spaces. Far from being left to slide into decline, we are ambitious for these precious assets and are investing as much as we can to ensure they remain relevant and well-used.

1.3.7 People – Capital and Growth: £9.9m

The People Portfolio supports children, young people and their families, and adults and communities. It has three key areas of focus:

- Improved demand for services by shifting from crisis response to a greater focus on early intervention and prevention, ensuring we listen to the people who use our services and work with our partners to do the right thing at the right time.
- Ensuring that there is high-quality, diverse and robust care and support for our customers, providing good value for money for the Council.
- Developing our workforce, making sure we have the right-sized staff groups, enabled by effective systems and supported to develop their skills.

Underpinning this is an ‘all age’ approach to disability-related services across the portfolio which supports individuals from childhood through to old age in a consistent and seamless way, without barriers or difficult transition points.

We use capital monies to embed these principles in the way we work for Sheffield people.

1.3.8 Heart of the City II: £112.3m

Heart of the City II is one of Sheffield’s key economic projects. Backed by Sheffield City Council alongside its strategic delivery partner Queensbury, the scheme will provide contribute positively in social and economic terms making the city centre a more dynamic place to live and work.

The scheme will bring together the old and the new, maintaining the existing street patterns and balancing heritage with striking new architecture and unique outdoor squares and spaces. Rooted in the city’s unique character, it will help knit together The Moor, the Devonshire Quarter and Fargate, providing a new home for Sheffield’s cultural, commercial and creative trailblazers.

1.3.9 Essential Compliance and Maintenance: £1.4m

The size and age of the Council’s estate produces a significant demand on the Council’s funds. In particular, the Council is the owner and custodian of a number of key civic city centre buildings, and has costs to fund for essential compliance and maintenance works across its estate and public facilities (such as Central Library).

This work is essential to keep Council buildings and facilities running and to keep both staff and the public safe.

1.3.10 ICT

This represents a one-off, county-wide investment into broadband infrastructure which has been co-ordinated by Barnsley Council.

1.4 Key Notes

The purpose of this report is to:

- Set out the Council’s key priority areas for capital investment;
- Provide an overview of specific projects included in the years 2020 to 2025;

- Set out the overall shape of the current Capital Programme for the 5 years to 2025 (at Appendix 2). Block allocations are included within the programme for noting at this stage and detailed proposals will be brought back for separate approval as part of the monthly approval cycle;
- Set out our principles for how we invest in non-cash assets; and
- Provide background to our Corporate Investment Fund Policy at Appendix 1.

Councillor Terry Fox
Deputy Leader / Cabinet Member for Finance
February 2020

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2 BACKGROUND AND KEY FACTS

The policy environment, how the programme is funded and how it is governed

2.1 The policy environment: external

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code governs how the Council manages its finances. Recent guidance requires that Councils produce a Capital Strategy which should:

- set out a high-level view of how capital investment, capital financing and treasury management activities contribute to the provision of services; and
- provide an overview of how the associated risks are managed.

Sheffield City Council has published a Capital Strategy for a number of years, in the form of the annual Budget Book. This has historically considered a five year window for investment.

This year, we are producing a dedicated Capital Strategy which meets the new requirements of the CIPFA Code, together with supplementary guidance from the Ministry of Housing, Communities and Local Government (MCHLG). Whilst the focus of this Strategy remains at five years, work is ongoing to increase this to a fifteen year window, enabling us to take a more strategic approach to investment. However, this must be balanced against the increasingly speculative assumptions associated with longer-term financial forecasts.

Our Capital Strategy is shaped by a number of central government policies:

2.1.1 Devolving of capital spending allocations

Over recent years, many capital spending decisions have been devolved to City Region authorities and Local Enterprise Partnerships (LEP). The Council anticipates that the trend to devolve capital allocations to regional and sub-regional bodies will be maintained.

2.1.2 Creation of revolving investment funds

The Council has seen a shift towards capital funding to economic regeneration projects which generate a financial return to repay the initial investment and create a revolving investment fund. For example, the Council has intervened to ensure regeneration schemes like 'New Era' (the £66m development at St Mary's Gate) take place successfully, where the benefits of increased business rates and Council tax repay the cost of that intervention many times over.

2.1.3 Rewarding economic development

As revenue support grant from Government continues to be reduced, places are increasingly reliant on their local tax base alone. This means that Sheffield needs a growing, resilient local economy that provides the income streams which can be re-invested – in things that promote new growth and in wider social and environmental goals. New funding streams that reward economic development - such as Community Infrastructure Levy and New Homes Bonus – have been created. Furthermore, we expect to see the creation of UK funds which focus upon investment, job creation and economic growth (including improving transport links), at the expense of the ‘place-making’ and regeneration focus of recent years. We anticipate that Sheffield City Region will remain the principal body to seek and allocate this funding across the South Yorkshire authorities. We await further developments arising from the ‘Northern Powerhouse’ initiative.

2.1.4 Austerity and the wider economy

The ongoing austerity programme has reduced resources by over 50% since 2010. The impact of the Government’s austerity programme on the rest of the non-housing programme has not only led to less capital funding, but is also reducing Revenue Budget funding. This has limited the scope for additional contributions to the Capital Budget and to fund the revenue implications of capital decisions (such as Minimum Revenue Provision and Interest costs). Uncertainty surrounding the wider economy – including the potential impacts of rising inflation and interest rates – means we must plan to continue to deliver more, to more people, with ever-decreasing resources.

2.1.5 Self-financing Housing Revenue Account (HRA)

The self-financing regime for the Housing Revenue Account (HRA) has provided for a relatively well-funded programme of investment in existing and new Council housing stock. However, the recently announced reductions in the permitted level of annual increases will put pressure on this source of funding. The HRA ‘debt cap’ has been removed, which allows more freedom. However, we must still apply the principles of prudence, affordability and sustainability from the Prudential Code – see overleaf for further details.

2.1.6 The push to build new homes

Central Government has announced new powers for Councils to borrow money to build a new generation of Council houses. Sheffield is already building new Council properties and a Housing Growth Strategy is now in place. The Council will be considering how best to use these new powers to increase the supply of housing in the City.

2.1.7 The drive towards academies

Education policy now mandates that all new schools should be academies. This transfers maintenance responsibilities away from the Council’s Local Education Authority (LEA) role. It will also subsequently reduce central grant funding (which is formula-driven based on pupil numbers).

2.1.8 Climate Emergency

Sheffield City Council has declared a Climate Emergency and made a commitment to work towards Sheffield becoming 'zero carbon' by 2030. The scale of this challenge is considerable and we must actively consider the sustainability implications of all our projects. We will continue to work with stakeholders throughout the City to best tackle not only our carbon emissions, but also improve our resilience to the effects of climate change.

2.1.9 Streets Ahead

The Streets Ahead programme is providing massive investment in the City's roads and street lighting, funded via a Private Finance Initiative (PFI) and Council investment. This expenditure now sits outside the capital programme – the final capital contribution to the initial core investment period was made in 2017/18.

2.2 The policy environment: internal

A number of current or anticipated locally-developed policies will impact upon our Capital Strategy over the coming years. At the time of writing, these include the Council's Corporate Plan, Local Plan, Treasury Management Strategy, Corporate Asset Management Strategy, Tech2020 Strategy, Infrastructure Delivery Plan, Infrastructure Funding Statement and Medium Term Financial Strategy.

This Capital Strategy will be regularly reviewed to ensure it supports the aims and objectives set out in those documents.

Further details on specific capital financing policies are provided at section 2.7 below.

2.3 Working in partnership

We will work proactively and in partnership with other public, third sector and private organisations - both locally and nationally - to deliver the best possible outcomes for the citizens of Sheffield, whilst ensuring that we remain accountable and responsible for the activities we deliver. The Council must build effective partnerships in order to deliver its ambitions for the City, including:

- **Sheffield City Region** – we work closely with the Combined Authority to push for greater control over the things that matter to Sheffield and the wider City Region, with a particular focus on skills, transport and jobs. The recent signature of the devolution deal will unlock further investment monies for our region, and we will continue to lobby hard to get the best possible deals for Sheffield from the funding allocations.
- **Core cities throughout the North** – we are working with other northern cities with the hope of unlocking additional funding to drive economic growth. We are focussing particularly on opportunities for investment in transport to make Sheffield a more attractive place to live, work and invest.
- **Health and social care** - we are working closely with our partners in this area to take advantage of joint investment opportunities, co-location and more efficient working.

- **Other public sector partners** – we participate in a Strategic Estates Group which brings together the Clinical Commissioning Group (CCG), NHS Property Services and both Universities to consider the establishment of integrated public sector hubs, mapping existing estates and developing proposals to improve utilisation to deliver ever-increasing value to the public purse.
- **Other private sector partners** – to be ambitious for Sheffield, we must all work together to drive our City forward. An example of this is our work to improve the City's sustainability through our Green City Strategy, which requires both public and private sectors to work together to create an environment where sustainable development can thrive and the threats from Climate Emergency can be tackled.

2.4 Our key capital planning and investment principles

2.4.1 Capital planning principles

Our capital spending will be used support the delivery of the Council's aims and objectives. We must also ensure we comply with all the rules and regulations which govern how local authorities can spend public money. To this end, we will always ensure that:

- Capital planning is **integrated into the Council's overall strategic planning**, ensuring capital activities are considered in relation to the Council's overall corporate plans, its budget, its financial strategies and the Priorities set out in this Capital Strategy;
- We **maximise the external funding** of capital investments wherever possible to maximise the availability of the Council's scarce funds to support agreed activity, using our funds as 'match' funding to lever in external investment as much as we can;
- Our capital investments are **affordable, sustainable and prudent** (ensuring compliance with the CIPFA Prudential Code);
- Our capital projects **deliver value for money**, by ensuring that our governance processes for the appraisal and approval of capital projects are robust and challenging; and
- We ensure **effective risk management** through our governance, in accordance with best professional practice set out in the Treasury Management Code of Practice.

2.4.2 Investment principles for Non-Cash investments (including Land and Property, Loans to third parties and Equity Investments)

Land and property

The Chartered Institute of Public Finance and Accountancy (CIPFA) define investment property as property held solely to earn rentals or for capital appreciation or both. Returns from property ownership can be both income driven (through the receipt of rent) and by way of appreciation of the underlying asset value (capital growth). The combination of these is a consideration in assessing the attractiveness of a property for acquisition.

Some local authorities are speculatively investing monies in land and commercial property outside of their local areas to purely generate a return. Sheffield City Council has made no such investments to date and currently has no intention to do so in the future. We will only acquire investment property when there is an ongoing service objective (such as the regeneration of our City).

Loans to third parties and equity investments

The Council has the discretion to make loans and equity investments for a number of reasons, primarily for service delivery, economic development or regeneration. However, such investments are limited and only granted in exceptional circumstances.

In making loans, the Council is exposing itself to the risk that the borrower defaults on repayments. Therefore, in making these loans, the Council must therefore ensure they are prudent and has fully considered the risk implications of not only the individual loan, but also that the cumulative exposure of the Council is proportionate and prudent.

The Council will ensure that a full due diligence exercise is undertaken and, where appropriate, adequate security is in place. The business case will balance the benefits and risks.

Risk appetite

The Council's risk appetite to any such investments is very low. Risk taken to date and going forward on such investments has been at the amount of risk that the Council is prepared to accept, tolerate, or be exposed to at any point in time. It is important to note that risk will always exist in some measure and cannot be removed in its entirety.

A risk review is embedded within the investment strategy principles and will be considered in line with the risk management strategies we have in place. This risk review is commensurate with the Council's low risk appetite.

Investment strategy principles

Sheffield City Council will invest in Land and Property and provide loan/equity investments to third parties when:

- The **primary purpose of the investment is to benefit the people of Sheffield** – for example through regeneration or redevelopment – rather than income generation for its own sake;
- The investment **supports the delivery of an existing Council policy or strategy**;
- The investment will take place **within Sheffield City Council's boundary** (or immediate environs);
- The investment adheres to **clear criteria** set for investment decisions and risk management both individually and cumulatively;
- A **full risk and return analysis of the investment** has been completed and Members and senior officers are content that any risks are appropriate for the Council to take and proportionate to the potential benefit being delivered;
- The investment has been taken through Sheffield City Council **robust and transparent governance** procedures and been subject to **enhanced decision making and scrutiny** prior to approval;
- The investment would be subject to **ongoing monitoring and management** with reporting by exception to Full Council when necessary; and
- The loan to a third party/equity investment is **state aid compliant**.

More work will be undertaken on these principles and their implementation to specific schemes over the coming year.

CIPFA guidance

CIPFA have recently issued new guidance which introduces a new requirement that every local authority sets a limit that cannot be exceeded for commercial income as a percentage of net service expenditure.

As set out above, our Heart of the City II investments are for regeneration purposes (as opposed to commercial activity), and are therefore not within the scope of this requirement. However, we do have some commercial income generated from advertising hoardings and 'incidental' commercial property rents.

We will therefore set a limit of commercial income not exceeding 3% of net budget. This is linked to the level of un-earmarked reserves maintained by the Council, and enables us to subsume any shortfall in income in-year without affecting service delivery. We can then amend budget plans for the following year to account for the anticipated reductions in income, but also ensure the un-earmarked reserves are repaid to the required level, as determined by the Section 151 Officer.

2.5 Size and shape of the capital programme

The capital programme over the 5 years (2020-25) shows a broadly balanced position, with proposed expenditure totalling £726.1m. The full programme is set out at Appendix 2.

Wherever possible, attempts are made to match the timing of the receipt of resources and the incurrence of expenditure to protect the Council's cash flow position. Where the levels of expenditure are significant, individual management arrangements are put in place to mitigate the impact as far as possible. These are overseen by the Director of Finance and Commercial Services (in conjunction with the respective Head of Service).

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 – section 2.6 below contains further detail. The majority falls within either prudential borrowing or contributions from the revenue account to the capital programme, which together represents £543m (74.8 %) of the overall programme value.

The 2019-20 programme was set on 06 March 2019, and at the time totalled £136.2m. This has been revised in-year. The effect of outturn slippage from 2018/19, in-year additions, variations slippage and re-profiles result in a current approved programme for 2019/20 of £240m (as at 31 December 2018).

The Council's current anticipated capital investment profile for existing commitments (excluding potential pipeline projects) is set out overleaf:

	Priority	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	2023/25 (£m)	TOTAL (£m)
1	Economic Growth	4.9	1.2	0.0	0.0	6.1
2	Transport	7.2	0.3	0.0	0.0	7.5
3	Housing Growth	38.9	76.3	75.6	51.0	241.7
4	Housing Investment	44.1	56.8	57.7	113.5	272.2
5	Love Where You Live	19.2	17.6	17.7	17.9	72.4
6	Green and Open Spaces	0.9	0.2	0.0	0.0	1.2
7	People: Capital and Growth	5.4	2.4	2.2	0.0	9.9
8	Heart of the City II	53.0	30.3	22.3	6.7	112.3
9	Essential Compliance and Maintenance	1.4	0.0	0.0	0.0	1.4
10	Information and Communication Technology	1.4	0.0	0.0	0.0	1.4
	TOTAL	176.4	185.1	175.4	189.1	726.1

2.6 How the capital programme is funded

The funding of the programme comes from a diverse range of resources. The table below gives a breakdown of how the overall Capital Programme is currently funded:

Source of funding	20120/21		2021/22		2022/23		2023/25		Total	
	£m	%	£m	%	£m	%	£m	%	£m	%

1	HRA contribution to capital	-47.7	27.0	-73.0	39.5	-97.7	55.7	-110.9	58.6	-329.3	45.4
2	Prudential Borrowing	-71.4	40.5	-45.9	24.8	-55.4	31.6	-41.0	21.7	-213.7	29.4
3	Government Grants	-26.8	15.2	-33.2	17.9	-12.0	6.8	-18.6	9.9	-90.7	12.5
4	Capital receipts	-11.8	6.7	-2.6	1.4	-2.0	1.1	0.0	0.0	-16.4	2.3
5	Other grants and contributions	-18.6	10.6	-30.4	16.4	-8.3	4.7	-18.6	9.8	-75.9	10.5
6	C.I.L.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
7	Overall total	-176.4	100.0	-185.1	100.0	-175.4	100.0	-189.1	100.0	-726.1	100.0

A further breakdown of each of these funding sources is set out below.

2.6.1 Revenue budget contributions to Capital

The Council can use revenue resources to fund capital projects on a direct basis. However, ever-increasing pressures on the Council's revenue budget have reduced the scope of this. Revenue contributions to capital now largely reflect the contribution to the Housing Capital Programme of 329.3m. In addition, £1.4m has been allocated from revenue budgets to support non-housing projects relating mostly to the implementation of Parking Pay and Display Schemes (£0.6m) and the Superfast broadband scheme (£0.5m).

2.6.2 Prudential borrowing

Prudential borrowing is used where no external funding is available to fund schemes which will generate a Revenue Budget saving. This saving 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 therefore makes sense to inject such capital where there is a potential economic benefit.

Under the rules of the Prudential Code 2004 (revised in 2017), 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 relate to 'invest to save' schemes (including land assembly and funding for major capital projects). These principles remain in accordance with the Prudential Code for Capital Expenditure for Local Authorities, namely that they adhere to the principles of affordability, sustainability and prudence.

It remains the Council's current view that it's best overall financial interest is generally 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. However, this type of borrowing does have revenue implications for the Council in the form of financing costs, which include interest payable and an allocation for repayment of debt (Minimum Revenue Provision) as a result of the borrowing.

Included within the 2020/21 Capital Programme are the following amounts of prudential borrowing for projects funded in whole or part from prudential borrowing (last year's figures shown in *(bracketed italics)*):

Project	Total Project Value £m	Project	Total Project Value £m
Heart of the City II	£53.030 (<i>£33.767</i>)	Major sporting facilities financing	£14.641 (<i>£13.767</i>)
New Cremators	£2.427 (£0)	Superfast Broadband	£0.990 (£0)
Capital Grant (Green Estates)	£0.330 (£0)		
TOTAL	£71.417 (<i>£47.535</i>)		
<p>The Heart of the City II figure has increased, representing the current expected delivery profile of the scheme.</p> <p>The increase in major sporting facilities reflects the changing profile of the relevant bond payments.</p> <p>New Cremators, Superfast Broadband and the Capital Grant represent new planned investment, for which revenue provision has been made to cover the costs of borrowing.</p>			

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.

Tax Increment Financing (TIF) was announced in September 2010. The principle is to allow the authority to borrow funds to undertake capital improvements in a geographic 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.

A scheme to develop infrastructure required for Heart of the City II is partially complete and further enabling works are underway. Some of the borrowing will be repaid out of the anticipated additional rates revenue generated by the redevelopment of the city centre.

Prudential borrowing does not receive any government support. If the Council enters into any prudential borrowing, 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.

2.6.3 Government Grants

The largest proportion of external grant funding comes as grant allocations from Government departments. Although many of these grants are to support specific areas of investment, the Government removed capital ring-fencing in 2010. This enabled local authorities to prioritise grants to support local needs, pressures and statutory responsibilities.

Capital Grant funding falls into two main categories: recurring annual allocations and project specific grants:

- The **major recurring allocations** relate to funding for schools places and maintenance, Disabled Facilities Grants and Local Transport. Programmes of work are developed to obtain maximum impact from the funding received.

The New Homes Bonus (NHB) grant has also been created out of two government incentive payments for building new homes 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. This grant is now included within the Corporate Investment Fund (see Appendix 1). It 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. However, recent developments have indicated that the future of the NHB grant may be in question with no payments now expected for any net increase in new homes from October 2019.

- In relation to **project specific grants**, officers usually bid against advertised funding streams following consideration of the terms by the Council's External Funding Team and its legal advisers. Requests to enter into funding agreements are considered by Cabinet prior to acceptance of the grant.

Sources of grant funding continue to evolve, with increased roles for:

- **Local Enterprise Partnerships** – working as part of Sheffield City Region, these are local, business-led partnerships between local authorities and businesses which play a role in determining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs; and
- **Education and Skills Funding Agency** – this body provides direct support and grants to specific free school and academy build projects, as well funding education and skills projects for children, young people and adults.

2.6.4 Capital receipts

Capital receipts also fall into two broad categories:

- 1) Those generated from the sale of land and buildings falling within the Housing Revenue Account (HRA) and Council Houses under Right to Buy schemes. There are legislative provisions in place governing the use of these receipts restricting it to investment in housing.
- 2) Those generated from the sale of general (non-HRA) Council assets. These funds are those over which the Council has full discretion over how to utilise and are incorporated into the Corporate Investment Fund.

These capital receipts can be reinvested in the Capital Programme or be used to reduce the Council's borrowing liability. Any projects in the Capital Programme funded by capital receipts can only be undertaken if the receipts are realised.

The receipts from the sale of surplus assets are used to fund the Corporate Investment Fund (CIF) – see Appendix 1. This 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 CIF assumes an even greater significance in funding the Capital Programme.

Proposals are currently being developed with Cabinet Members to ensure the CIF is deployed to deliver maximum advantage to the Council. This requires a balance of allowances for both risks and opportunities. The Council must maintain a prudent level of reserves to mitigate infrastructure failures, grant claw back or project overspends. That said, there is the potential opportunity to invest in growth (in accordance with our Capital Planning and Investment Principles set out at 2.4 above), which could potentially create new revenue streams for the Council. Furthermore, we must ensure our statutory obligations are met. We will therefore take a balanced approach, ensuring adequate investment and reserves levels to mitigate risk and ensure our infrastructure remains fit for purpose. In addition, an assessment of the Council's dependence on profit generating investments (and the borrowing capacity allocated to funding these activities) to achieve a balanced revenue budget will be disclosed over the life-cycle of the Medium Term Financial Plan.

2.6.5 Community Infrastructure Levy (CIL) / Section 106 (s.106) contributions

Elements of the Capital Programme are funded by contributions from private sector developments and partners. CIL supplements the current s.106 (Town & Country Planning Act 1990) arrangements which fund many of the local neighbourhood facility improvements.

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.

The Council has used CIL to develop strategic infrastructure projects such as roads and schools (such as the development of the Bus Rapid Transit North link and the Lower Don Valley Flood Defence Scheme). Further commitments will be considered and included in the Integrated Infrastructure Delivery Plan which will feed into the Local Plan. Historically, we have used this fund creatively to cash flow new schools' funding prior to these monies being repaid. We will always seek to use our funds most effectively to drive best value and reduce costs to taxpayers.

The Council has developed its rating tariff and introduced the scheme from July 2015. Current estimates predict annual revenues of approximately £6m in 2019/20 with expectations of an upward trend as Housing Growth continues.

New CIL Regulations have recently been introduced. They encourage more use of S.106, and introduce the ability to use both CIL and S.106 in delivering infrastructure priorities. Previously, the Regulations restricted this. Further details on the implications of this are given at Appendix 1. However, broadly speaking, this is good news which enables us to pursue S.106 agreements on sites that will also be making a CIL contribution.

CIL and s.106 contributions are held in the Corporate Investment Fund (see Appendix 1).

2.6.6 Private Finance Initiative (PFI) / Public Private Partnership (PPP) funding

Like many other Councils, Sheffield has historically made use of government funding through the above schemes when this was often the only source of funding available. This includes some schools, waste management facilities, office buildings and, most recently, the Streets Ahead programme. Both main national political parties have signalled that new PFI / PPP initiatives are to end, and no further new funding will be allocated through this route.

Sheffield currently does not fund any PFI payments out of capital.

2.7 Capital financing strategies and associated policies

A number of strategies and policies relate directly to capital financing:

2.7.1 Treasury Management Strategy

Treasury management is defined by CIPFA as: "The management of the organisations' borrowing, investments and cash flow; its banking, money market and capital transactions; the effective control of the risk associated with those activities; and the pursuit of optimum performance consistent with those risks."

The nature and scale of the Council's capital programme means that it is a key factor in the Council's Treasury Management Strategy. This includes the need to borrow to fund capital works.

The Council has operated within the CIPFA Prudential and Treasury Management Codes since their inception. The Codes contain a requirement for the Council to agree an annual Treasury Management Strategy, which is approved by the Executive and Council as part of the budget process. This defines the types of investments the Council will make during the year, together with the framework for decision-making around new debt. Treasury management decision making and monitoring is devolved to various bodies and officers, with responsibility for the delivery of the treasury management function delegated to the Director of Finance and Commercial Services.

We also have regard to the Ministry of Housing, Communities and Local Government (MCHLG) Investment Guidance and are aware of the importance of security, liquidity and yield in treasury management investment decisions.

Interim and outturn monitoring reports are provided to the Cabinet Member for Finance and Resources throughout the year.

2.7.2 Asset sales and capital receipts

All land and buildings which are surplus to existing use will be reviewed by the Head of Property before any Executive decision is made. This will be in accordance with the forthcoming Corporate Asset Management Plan. Any reuse or disposal must provide best value in supporting the Council's objectives. Any exceptions to this must be agreed by Cabinet.

As a general principle, land no longer required for its existing use should be declared surplus so that options for its future use or sale can be considered by the Head of Property and relevant Members prior to proceeding for formal decision. Ongoing surveys of our corporate estate (which cover a number of different facets) have been commissioned to support and evidence this process. In the context of ever-increasing budget pressures, difficult decisions may need to be made which balance the budget challenges and the needs of local communities.

The Council also encourages community involvement in the delivery of local public services using the Council's assets. The Council may therefore be prepared to sell or lease Council assets at less than best value to third sector organisations which have the capabilities to use the assets to provide agreed services in accordance with the arrangements set out for Community Asset Transfers of property. This will however reduce the capital receipts available to fund other Council needs and priorities, and therefore robust governance is in place to identify proposals which have a strong strategic alignment to the Council's priorities and a good chance of success.

Capital receipts will be used to finance capital expenditure, including capitalised revenue costs under the Government's capital receipts initiative. They are also used for debt redemption in accordance with the Council's Minimum Revenue Provision Policy. They form part of the Corporate Investment Fund and are therefore subject to the governance for that Fund (see Appendix 1).

2.7.3 Prudential borrowing and debt; revenue budget implications

Local authorities may borrow to finance capital expenditure. The affordability of debt is the key constraint. The Council has used its prudential borrowing freedoms actively and successfully to deliver key outcomes (such as regeneration – for example, by its work to regenerate the city centre as part of the Heart of the City II project). It continues to be an important way of funding our priorities where external funding cannot be obtained. The cost of borrowing is usually recharged to the borrowing service, thus recognising that borrowing is not a key asset, but has a revenue cost.

In approving the inclusion of schemes and projects within the Capital Programme, the Council ensures all of the capital and investment plans are affordable, prudent and sustainable. In doing so, the Council will take into account the arrangements for the repayment of debt, through a prudent MRP policy in line with MRP guidance produced by the Ministry of Housing, Communities and Local Government.

The Council sets and monitors prudential indicators to manage its debt exposures. Borrowing costs (including interest and repayment charges) in 2018/19 represented 17.8% of the net revenue budget and are expected to drop slightly in 2019/20. Borrowing costs as a proportion of the

net revenue budget are then expected to rise in the coming years as a result of continued investment in the City and further reductions in funding.

The Treasury Management Strategy (TMS) sets out how the Council's borrowing will meet the prudential code and good practice to ensure borrowing does not exceed permitted limits. However, an overarching consideration of affordability of these costs must be addressed (given the Council's immediate and medium term budget constraints). This assessment of affordability in relation to the total cost of borrowing for capital projects forms part of the Section 151 Officer's review of the sustainability of budgets and level of reserves. Details of both the TMS and the Section 25 review of the sustainability of budgets and level of reserves can be found in the 2020/21 Revenue Budget report.

The Council will ensure the most cost-effective financing arrangements for the Capital Programme as a whole. Where possible, the Council aims to maximise the use of balance sheet assets so we can utilise cash balances derived from working capital and reserves, rather than borrowing externally.

We will also calculate the financing costs and interest payable for every individual scheme which is funded this way before any borrowing is sanctioned. This forms an integral part of the business case for each project.

The capital financing charges and any additional running costs arising from capital investment decisions are incorporated within the annual budget and medium term financial plans. This enables Members to consider the consequences of capital investment alongside other competing priorities for revenue funding. As part of the appraisal process, the financing costs of prudential borrowing may be charged to portfolio budgets.

Different arrangements apply to Housing Revenue Account (HRA) borrowing. We have a self-financing HRA over a 30-year investment period. The HRA plans new prudential borrowing of £16.6m in the next 3 years (20/21 to 22/23) in accordance with our approved HRA Business Plan. HRA resources can only be applied for HRA purposes, and HRA receipts may only be applied to affordable housing, regeneration or housing-related debt redemption. This is not the same as external borrowing, as they are under-borrowed. The Council will need to externalise some of this debt over the next few years.

We assume the Public Works Loan Board will be our primary source of borrowed funds, although we will maintain a watching brief over other sources of funding to ensure we deliver best value for money for local people.

2.7.4 Debt repayment

The Prudential Code requires the Council to make an annual Minimum Revenue Provision (MRP) for the repayment of debt. This revenue provision spreads the cost of repaying the debt for an asset over the useful economic life of the asset (in accordance with Ministry of Housing, Communities and Local Government guidance). This is done in accordance with the annual MRP Policy Statement which is approved by Council each year as part of the budget process.

MRP replaces other capital charges (such as depreciation) in the statement of accounts. It has an impact on the Council's revenue outturn. It will increase and decrease throughout the capital programme and is sensitive to both expenditure and funding changes. Careful consideration is therefore given to this when considering prudential borrowing as a funding source – it bears a real cost.

2.8 Programme governance

We maintain assurance of our capital investment priorities and projects through effective governance which runs throughout the organisation:

2.8.1 Ensuring Members' leadership and engagement

Elected Members are responsible for setting the strategic direction for the Council. Therefore, in addition to setting the Council's approach through key strategies and policies, they are also responsible for signing off capital projects at key checkpoints:

- Individual consultation with the relevant Members at 'project mandate' stage;
- Individual consultation and endorsement of relevant Executive Member at 'outline business case' stage;
- Formal approval at Cabinet

The ability for Members to inform – and be kept informed – of the capital programme is vitally important. They need to 'own' the capital programme, understanding the risks and opportunities facing the City and setting the priorities so money is invested in the right areas.

2.8.2 Delivering real value

Value for money (VFM) is a key component of all capital projects. All projects must evidence a level of economy, efficiency and effectiveness in order to be approved. Projects must therefore demonstrate that there is a valid need to be addressed, that all potential options to address the need have been considered and that the option selected is the most efficient and effective way of achieving the Council's aims. We have therefore built this into our core operating model and ensure VFM in four key ways:

2.8.2.1 The Capital Approval Process

During 2015-16 the Council introduced a number of "checkpoints" at which the validity of the project is tested by the Programme Groups and then 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;
- Approval of an **initial business case** to set potential parameters to the project and to test assumptions;
- Approval of an **outline business case** which will set out the benefits of the project against our strategic objectives. It also sets out the delivery and procurement options for the project. The Programme Groups will test if the proposal is value for money; and
- Approval of a **final business case** once the preferred option has been selected and procurement completed, showing all the anticipated project costs, benefits and savings.

The Council's Capital Delivery Service (CDS) and Finance and Commercial Services (F&CS) functions advise on the financial, procurement and operational deliverability of the proposed project plan and procurement route at every stage. They participate in each Programme Group to provide effective challenge throughout the process.

Embedding a capital governance process ensures that we use our scarce resources in the most effective way – on the projects that make the most difference, are funded and procured cost-effectively and deliver the greatest benefits for Sheffield people.

2.8.2.2 Effective financing

Funding options are constantly reviewed to ensure the most effective use of the Council's resources.

2.8.2.3 Effective procurement

Robust options appraisals are carried out at outline business case stage to determine the most efficient and effective procurement route. We have introduced new measures to prioritise local contractors whenever we can (within the constraints set down within procurement legislation) to keep the Sheffield pound within Sheffield. We also use regional frameworks whenever we can to maximise the benefits of our spend to the Sheffield City and Yorkshire regions.

As well as procurement routes, we also work with colleagues in the Capital Delivery Service and Legal Service to ensure the most appropriate forms of contract are used which will deliver the best VFM for local people, protect the Council's interests and enable the market to respond with cost-effective tender submissions.

2.8.2.4 Effective project management

The Programme Management Office within the Capital Delivery Service provides information and guidance to continually strengthen project management skills within the Council. They ensure that lessons learned are fed back across the wider Council so we can continually improve our performance.

2.8.3 Leadership and Strategy Group

Leadership and Strategy Group (LSG) is a new group attended by Cabinet Members and Executive Directors. It is chaired by the Leader of the Council. Its remit is wider than capital, but one of its functions is overseeing the relative shape of the capital programme, developing policy and endorsing overarching priorities for officers to deliver within. All formal capital funding decisions are taken by Cabinet in public in the usual way.

2.8.4 Cabinet

Each and every capital project will be brought to Cabinet (or delegated processes) for consideration and approval. Officers will consult with Cabinet Members (and Ward Councillors where appropriate) to ensure that projects have broad support, prior to investing time in developing them further.

2.9 Slippage

Historically, there has always been an underspend against the approved capital programme. The risk of slippage is present in all capital programmes, bearing in mind the size and complexity of the schemes. Subject to Cabinet approval, funds are rolled forward into the next year in order to complete projects. Slippage reflects re-profiling of funding or delays in physical progress of a project. In most cases the work is delivered in the next financial year.

However, our 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.

As at 31 December 2019, the value of net slippage approved to date is £2.1m. This relates to largely to delays in bus operators drawing down grant funding to deliver cleaner vehicles. This is offset by a net acceleration of £2.5m against schemes in delivery relating to the Council Housing Kitchen and Bathrooms renewal programme.

£25.2m of allocations have been re-profiled - i.e. moved from current year into future years for schemes not yet in the delivery phase. £13.3m of this relates to the Heart of The City II project, and reflects of the policy decision to pursue a phased (rather than “Big Bang”) approach to this development to mitigate project risks and safeguard taxpayers’ money. A further £8.5m relates to the delay in the award of the contract for Phase 4 of the Council Housing New Build Scheme. This was due to additional work required to ensure best value for money was achieved. This contract has now been awarded and works will soon be on site.

2.10 Effective risk management

Major capital projects require careful management to mitigate the potential risks which can arise. The effective monitoring, management and mitigation of these risks is a key part of managing the Capital Strategy.

2.10.1 General Risks – Identification and Mitigation

General risks are those which are faced as a consequence of the nature of the major projects being undertaken. Most of these risks are outside of the Council’s control but mitigations have been developed as part of the business planning and governance process. These risks are set out below along with key mitigations:

Interest Rate Risk – the Council is planning to externally borrow £211m as set out in this Capital Strategy over the next three years. This will cover new capital investment and ensure internal borrowing is maintained at a sustainable level. Whilst the Council tends to borrow at fixed rates, interest rates in themselves are variable and a rate rise could mean that there would be an increase on the cost of servicing future debt to a level which is not affordable. To mitigate this, the Council has used interest rate forecasts which include a

prudent provision against interest rate rises. However in the event that interest rates rose beyond this forecast the revenue cost to the Council would increase. A rise of an extra 1% in the interest rate would cost an extra £2.11m by the end of the 3 year period.

Inflation Risk – construction inflation over and above that budgeted by the Council’s professionals and advisors and built into project budgets could impact on the affordability of the capital programme. A 1% rise in the cost of the programme would increase the cost of the programme. This is mitigated through the provision of contingencies, updating estimates regularly as they change and monitoring the impact through governance processes. This is also mitigated post the signature of contracts with construction companies and developers through fixed price contracts.

Change in Law Risk – Capital schemes need to comply with the latest law and regulations which can change leading to an impact on construction costs. This is mitigated by awareness of pipeline legislative changes and through contingencies.

Market Health / Commercial Values – the Council’s Capital Programme relies on commercial activity as a key supporting strategy. This involves generation of income from property letting, generation of capital receipts from property sales (in some cases post development), attracting developers to projects based on a potential share of profits and other revenue/capital financial flows.

In some cases it is likely that the Council will commit to large projects, property acquisitions or other forms of expenditure on the basis of further business case assumptions about the market value of future asset or economic values. Should market movements mean that these assumptions are inaccurate, then the Council may suffer financially. This risk can be mitigated through carefully testing assumptions and allowing for contingencies in projects where necessary.

2.10.2 Management of Project Risks

Project risks are those which relate to the delivery of capital projects which in many cases can be controlled, influenced or directly mitigated in ways other than making contingencies available. These risks would mostly be related to unforeseen project delays and cost increases which could arise from a range of circumstances. The effective management of these risks is primarily linked to the following strategies:

Supplier Financial Stability – construction companies and developers contracting with the Council would, if they experience financial instability, pose a significant risk. They may not be able to raise finance to cash flow operations, any potential insolvency process could lead to a costly process of changing suppliers without any guarantee of remaining within overall budget, the Council could suffer direct financial loss and any defects or other issues may not be resolvable as anticipated. To mitigate this, the Council carefully considers the financial robustness of any contractor and requests appropriate financial standing assurance and support wherever possible. Furthermore, the Council only pays contractors in arrears, minimising its exposure to this risk.

Effective Business Case Development – as set out at section 2.8.2.1 above.

Risk Management - Projects are required to maintain a risk register. Risk registers are aligned with general guidance on risk review. We have now introduced costed risk registers on projects managed by the Capital Delivery Service. This enables us to maintain appropriate levels of contingency.

Highlight reporting – monthly highlight reports are created for all projects to flag progress and risks of projects to Programme Groups and Project Sponsors.

Appointment of professional team - to ensure timely delivery of projects and robust planning and review, the Capital Delivery Service has a team of professionally-trained project managers. Qualified roles are in place for key surveying and financial planning roles to give assurance on quality of work and project assumptions.

2.11 Skills and knowledge

Those involved in decision-making must have the appropriate skills and knowledge to take those decisions. The Council has many years' experience of delivering capital programmes and uses this experience to evaluate new proposals, monitor on-going capital investment and manage any risks that may arise.

Capital investments are reviewed under a robust approval process that receives input from appropriately qualified and skilled finance professionals and receives scrutiny from Elected Members. Information, advice and guidance on these processes are made available for Officers and Elected Members.

If additional skills and knowledge requirements are identified, the Council will source appropriate specialist skills and knowledge to supplement and, where possible, upskill Members and in-house staff.

3 ECONOMIC GROWTH

An inclusive economy that creates more good jobs for Sheffield people, attracts investors and visitors to the city, and improves people’s lives so that they can live well and contribute to the life of the city

1 Background and context

We want Sheffield to be known as an inclusive, inventive, vibrant city. A city where young people have the best training and job opportunities, businesses are thriving and we have more skilled workers in quality jobs, earning more. A city whose economy nurtures independents, start-ups and existing businesses of all sizes, in all parts of the city. A city that is developing, building new spaces and places for a growing community of businesses and entrepreneurs.

We have identified four pillars that will form our city’s approach to economic development: the economy, transport, housing and sustainability. A strategic plan for each of these pillars will guide priority investments in this area. Projects from each of the areas will form part of the capital programme to make appropriate investments that:

- Connect people to jobs and training, particularly young people and disadvantaged groups
- Support business growth and investment to create more good jobs for Sheffield people
- Champion the city’s key sectors, including advanced manufacturing, creative and digital industries, and energy and the environment
- Prioritise the development of skills at all levels, to not only enable people to access and progress in work, but also to drive productivity benefits for Sheffield businesses
- Develop the city’s business districts and economic hubs, strategic neighbourhoods and sites, and cultural assets
- Provide transport infrastructure that enables and sustains growth in jobs and visitors.

Our decisions about where to invest locally need to align with national priorities for economic growth. This will improve our chances of securing external funding to match our own financial contribution to capital projects.

2 Projects completed in 2019/20

	Project and value	Impact
1	Knowledge Gateway	The strategic rationale for the Knowledge Gateway is to unlock and connect key development sites in order to

		generate additional economic growth. The corridor links the Cultural Industries Quarter, Hallam's Central Campus, the Digital Campus and the emerging innovation zone of Castlegate.
2	Sanderson's Fish Pass	<ol style="list-style-type: none"> 1. Improved diversity of fish and associated / companion species present in the river Don 2. Improved water quality and river ecology associated with the return of salmon and other fish to the river 3. Increased awareness and appreciation of the river environment by stakeholders

3 Current projects already in delivery

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Culvert Renewal Programme	3,067,500	18/19-20/21	No	Department of Environment, Food and Rural Affairs (DEFRA) Regional Flood Levy Potential Council contribution	Strengthening and renewal of 9 culverted watercourses	Homes, businesses, development sites, educational facilities, medical, emergency and rescue facilities and utility sub-stations protected from flooding Major roads resilient to flooding Prevention of future serious injury/fatality Prevention of third party damages
2	Digital Incubator	3,450,000	Sep 16-Mar 24	No	Department for Digital, Culture, Media and Sport	High quality workspaces for digital SMEs	More good jobs Development of digital skills at all levels
3	Grey to Green Phase 2	5,830,865	17/18 – 20/21	No	Corporate Investment Fund (CIF) S106 Sheffield City Region Investment Fund (SCRIF) European Regional Development Fund (ERDF) Clean Air Fund	New highway, cycleway, footpath and sustainable urban drainage New urban meadow planning, trees Three public art commissions Reduced carbon and harmful pollutant emissions	Improved air quality Safer and more sustainable transport through segregated cycleways and footpaths

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
					Third party contributions		
4	Inner Relief Road Junction Schemes	4,540,490	17/18 – 20/21	No	Sheffield City Region Investment Fund (SCRIF) Local Transport Plan New Homes Bonus	Additional 2,000 m2 of new highway traffic lanes will be constructed. A segregated pedestrian and cycle crossing facility encouraging the choice of quieter routes between Alma Street and Bridge Street in both directions will be constructed	Improved junction operation on the Inner Relief Road Reduced journey times for all traffic modes Reduced traffic congestion and its attendant contribution to air quality Increased connectivity for cycling and walking to and through the City Centre and the existing and new job opportunities created
5	Upper Don Valley Flood Scheme	Anticipated 9,250,000 subject to Cabinet approval	18/19-21-22	No	Sheffield City Region Investment Fund (SCRIF) Environment Agency	The Scheme will provide a comprehensive linear flood defence to three discrete flood 'cells' within an area at high risk of flooding on the River Loxley (a tributary of the River Don) and at the confluence of the Loxley and the River Don.	63 homes and 152 commercial properties will have much reduced likelihood of flooding £30.179 million of damages avoided £8.657 million in Gross Value Added (GVA) that would otherwise be lost to the local economy over a 10-year appraisal period due to flood risk disruption to businesses (estimated using the Frontier Methodology) At least £18.1 million GVA in potential growth due to the removal of one of the key constraints to business development and job creation in the flood risk area Potential generation of 98 Full Time Equivalent jobs to the local economy 12.5 Full Time Equivalent construction job years 1,900 jobs in the area will benefit from reduced flood risk (calculated using the Frontier Methodology) 2 A roads protected (A61 and A 6101) 2 Tram routes protected – city centre routes through to Malin Bridge and Middlewood

4 Potential priority areas / projects under consideration

These are initiatives which we are currently considering before we develop business cases and bring them forward for consideration for approval. They will be subject of separate Cabinet reports if, as and when they are brought forward.

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Parkwood Springs – Sheffield Ski Village Site (Feasibility)	c£4.8m	19/20	TBC	New & upgraded highway Remediation of brownfield land	Increase in visitors to the city Increase in housing growth adjacent to site Supply chain opportunities for local businesses associated with the development and its ongoing operations

5 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Lack of revenue funding for early development and feasibility works for capital projects	Corporate Investment Fund to ensure investment in development of projects that are best aligned to Member priorities and strategic objectives for the city
2	Availability of match funding for capital investments	As above - and continue to explore and identify options for external funding
3	Uncertainty about future availability of European funding	Work with European funding partners to maximise current opportunities for funding, minimising risk of clawback and keep implications of Brexit under scrutiny

4 TRANSPORT

Safe, well maintained streets which do not restrict the city's ongoing development. An attractive public transport offer and infrastructure which encourages other means of transport than the car. Promoting improvements in air quality to improve the quality of life for our citizens.

1 Background and context

The key principles which underpin our investment strategies are set out in Sheffield's Transport Strategy:

A city that's easier to get around

- Faster, better integrated and simpler bus services
- Securing the future of Supertram and supporting its expansion
- New mass transit routes and services creating more public transport capacity for a growing city
- An inner ring road that has more capacity and is easier to cross into the city centre

A better connected Sheffield

- Faster, longer and more frequent train services to other cities and to the rest of the city region
- A transformed Sheffield Station bringing High Speed rail services into the heart of the City
- Improved major road network, keeping Sheffield connected to motorways, airports, and other cities

A safer and more sustainable Sheffield

- Sustainable safety, safe walking and cycling as standard
- Improved air quality and working to manage congestion
- Improving poor health and poor access to jobs and services

All of our projects are focused upon delivering these priorities for the city.

It is the Council's ambition that public transport, cycling and walking are all natural choices for making journeys within our City. We believe that by working closely with our communities, the third sector, and the wider public and private sector, a strong basis for achieving our sustainable transport ambition can be developed, and ultimately delivered.

The Council wants to support the transformation of local areas through this ambition to promote sustainable forms of transport. Making the change away from private car ownership will tackle congestion, improve physical and mental health through mobility and support local economies. Specifically, capital delivery of improved active travel will see employers benefit from a healthier workforce, whilst at the same time creating more opportunities by delivering thriving streets which are made more accessible with reduced severance caused by car movements.

As this ambition is bold and will require a significant change in behaviour, the Council has undertaken a number of recent public consultations. Specific questions were asked about people's perceptions of active travel, the barriers of use and associated expected outcomes and benefits.

The Big City Conversation survey covers a wide range of Council functions to help understand from the public's perspective what the Council should be prioritising and investing in. Although not complete, initial findings from this survey identify that traffic congestion, poor air quality and the need to improve local streets are all key areas of public concern. This further outlines the importance of the investment associated with the forthcoming Transforming Cities Fund (if Sheffield's bid is successful) and the Clean Air Zone mandate. Investment in active travel and public transport should be positively received.

Realising the Council's ambition to create an environment without reliance on the private car will take sustained investment in supporting infrastructure. It will take long-term transport planning and will require a change in attitudes – amongst, businesses, communities and individuals.

2 Projects completed in 2019/20

	Project and total value	Impact
1	Parking Pay and Display Replacement (£1.1m)	Upgrade of parking pay and display machines across city, generating operational savings and providing more ways for people to pay
2	Blackburn Valley cycle route (£1.4m)	New cycle link to complete route from Chapeltown to City Centre
3	City Centre West Cycle Route (£0.9m)	Construction of interventions on Wellington Street, Fitzwilliam Street, Broom Green and Hanover Way. This will improve junctions and crossing points, provide segregated cycle tracks and include minor improvements to public realm.
4	Cycle Crossing Portobello (£0.3m)	Delivering two new cycle crossings at the junctions of West Street / Holly street and Mappin Street.

5	Various 20mph Schemes	20mph speed limit to reduce traffic speeds within the city to improve road safety and the environment for walking and cycling
6	School Keep Clear Review (£0.7m)	Improvements to waiting restrictions outside schools to improve safety
7	Bramall Lane / Cherry Street road safety scheme (£0.3m)	Changes to the road junction to simplify traffic movements and reduce conflict. Improvements to road safety.
8	Sheaf Valley Riverside Route (£0.2m)	Development of a cycle track through Hutcliffe Wood, widening and resurfacing an existing footpath. Improving facilities for current users, enabling cyclists to use a path that is currently a footpath.

3 Current projects already in delivery

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Broadfield Road junction	£3,442,000	2018/19 – 2020/21	No	NPIF LTP	Remodelled junction to improve bus journey times and reliability	Bus journey time improvements; bus journey time reliability
2	Clean Bus Technology	£4,947,000	2019/20 – 2020/21	No	Clean Bus Technology Fund	Catalytic Reduction Technology Retrofitted to Bus fleet	Improved Air Quality
3	Clean Air Zone Implementation	£3,800,000	2019/20 – 2020/21	No	NO ₂ Plan Implementation Fund	Infrastructure to implement Clean Air Zone Charging	Improved Air Quality Delivery subject to Government approval of Outline and Final Business cases; additional funding required.
4	City Centre Cycle Routes	£1,502,000	2019/20 – 2020/21	No	Transforming Cities Fund	Improved Cycle Connectivity across city centre	Improved infrastructure, reduced congestion.
5	Ultra Low Emission Vehicle Chargers	£1,252,096	2019-20- 2020-21	No	NO ₂ Plan Implementation Fund / ULEV	Infrastructure to support electric vehicles	Improved Air Quality

Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
				Funding		

4 Potential priority areas / projects under consideration

Priority	Impacts
1 Managing the existing highway network	Improve journey time reliability and improving access from growing neighbourhoods to jobs, education and training as well as improving conditions for business through effective network management
2 Reducing the number of accidents	Improved road safety through a range of interventions city-wide
3 Increasing active travel (cycling and walking)	To be inclusive and open up the city's opportunities to all and improve health outcomes
4 Improving the public transport offer	Helping to underpin sustainable growth and promote a city that is open for business
5 Infrastructure investment	Ensuring the benefits of investment in transport infrastructure continue year after year; including supporting the introduction of alternative fuel technologies where appropriate
6 Improving Air Quality and supporting the decarbonisation of the transport system	To reduce levels of air pollution across Sheffield to improve the health of people in Sheffield and the move to zero carbon transport through a range of interventions

5 Key challenges and how we are addressing them

Challenge	Actions to address
1 Lack of appropriate funding to develop 'pipeline' schemes identified in the Sheffield Transport Strategy	The lack of revenue funding for this activity has been escalated within the Council and is being considered for funding from the Corporate Investment Fund. Without development funding we will not be able to develop a business case for projects to effectively secure external funding to assist in delivering our Transport Strategy adopted in 2019. In particular, this has the potential impact on the Council's ability to develop significant infrastructure projects that are required to support the City's Housing and Economic ambitions.

2	Ongoing maintenance of the highway infrastructure (commuted sums)	Agreement on way forward required to provide confidence in our ability to address infrastructure required to support economic growth. There are constraints on the majority of Sheffield City Region (SCR) funds and Government funds that mean these cannot be used to fund the commuted sums associated with projects. This acts as a constraint, as either Local Transport Plan (LTP) funding or local revenue funding needs to be identified to pay the commuted sum. Wherever possible, we seek to reduce the upfront cost of the commuted sum through design and aligning projects to Amey's programmed maintenance work, but these opportunities are limited following the Core Investment Period. A review of commuted sum liabilities will be undertaken for all projects at an early stage of project development to inform implications on future programmes.
3	<p>Constrained timescales to meet the Government direction for Air Quality and associated Clean Air Zone (CAZ) development and delivery</p> <p>Transforming Cities Fund (TCF) constrained timescales – still subject to decision</p>	<p>Funding from Government is available to resource the associated Clean Air Zone Feasibility Study, business case development and (subject to approval) implementation, but the scale and required speed of delivery is a significant challenge. Resources from across the Council have been brought into a virtual team during 2019/20 and this will be kept under review.</p> <p>Early engagement with key stakeholders and the public to clearly articulate the programme of work and its benefits. There has also been discussion around design and build contracts to ensure that the programme of works is delivered on time and within budget. Each scheme has been designed to be scalable, therefore opposition and scope creep can be managed within the programme.</p>

5 HOUSING GROWTH

Increasing the city's stock of new housing – for both sale and rent - through delivery by the Council, Registered Providers or private developers

1 Background and context

Cabinet has set out a commitment to build between 2,000 and 2,300 new homes each year by 2022 as part of its new Homes Delivery Programme (approved by Cabinet November 2018) to meet the growing need for more new homes. This commitment is set out in the Council's Housing Strategy 2013-2023, which is due to be updated in 2020.

The 2013 Strategic Housing Market Assessment that informs this strategy and programme advised that 725 of new homes built each year should be affordable to meet the shortfall of affordable homes for rent and sale in the city. The draft 2019 SHMA is recommending that affordability has worsened since 2013, and advises that this figure should increase to an additional 902 affordable homes a year (70% social or affordable rent) to address this shortfall. The Council will work in partnership across the city to deliver this objective, using a wide mix of measures and utilising Government Grant Funding Programmes to increase the supply of new homes.

The Council will also increase its own social housing stock through its Stock Increase Programme. This will increase the number of new affordable homes for rent over the next 10 years to 3,100 by 2029. It is aiming to add 1,600 new properties up to 2023, funded from our Housing Revenue Account. We will deliver this through building new Council homes, acquiring existing homes to bring into the Council's rental portfolio and bringing empty properties back into use.

2 Projects Completed in 2019/20

	Project	Impacts
1	Older Persons' Independent Living (OPIL) and Learning Disability (LD) Accommodation Phase 3 (Wordsworth)	8 units of learning/disabilities accommodation delivered, increasing quality Learning Disability and Older Persons Independent Living stock, reducing care costs and releasing stock to wider market
2	Council Housing Stock Acquisitions	Acquisition of approximately 75 existing properties into Council Housing Stock, increasing supply of homes at affordable rent.

3 Current Projects In Delivery

These are existing projects which have already received Council approval. Their delivery spans a number of years.

	Project	Budget	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Council existing housing acquisitions programme	£32.9m	2021-25	N	Housing Revenue Account	TBC in programme	Increased Council housing stock to address housing register demand
2	Council New Build acquisition programme	£15.6m	2015/21	N	Housing Revenue Account	156 in programme	Increased Council housing stock to address housing register demand
3	Older Persons' Independent Living Phase 4a (Adlington)	£20.9m	2017-22	Y	Housing Revenue Account	132 units of OPIL accommodation delivered	Increase quality OPIL stock, reduce care costs and enable homes to be brought back into use for young people and families
4	New Council Housing Phase 2 (Weakland)	£65.7m	2015-20	N	Housing Revenue Account	36 units of accommodation delivered	Increased Council housing stock to address housing register demand
5	Learning Disabilities Accommodation Phase 4b (Adlington)	£1.4m	2017-20	Y	Capital receipts and Housing Revenue Account	8 units of learning/disabilities accommodation delivered	Increase quality LD stock, reduce care costs and enable homes to be brought back into use of young people and families
6	New Build Council Housing Phase 10	£13.8m	2019-22	N	Capital receipts, Housing Revenue Account, Homes England Grant	92 new affordable homes	Increased Council housing stock to address housing register demand

4 Top priority areas for consideration

These are initiatives which we are currently considering before we develop business cases and bring them forward for consideration for approval. They will be subject of separate Cabinet reports if, as and when they are brought forward.

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Land acquisition to increase	£7.0m	2018-2023	Growth & Investment Fund	Ha of brownfield land acquired to increase	Increased council housing stock to

	pipeline of affordable housing				pipeline	address waiting list
2	Strategic Site Assembly in Priority investment areas	£10.0m	2018-2023	Growth & Investment Fund	Ha of brownfield land acquired to increase pipeline	Increase number of housing of all tenures to meet identified needs
3	Asset Enhancement fund to de-risk SCC owned land	£5.0m	2018-2023	Growth & Investment Fund	Ha of brownfield land acquired to increase pipeline	Increase number of housing of all tenures to meet identified needs
4	SCC shared ownership model to retain SCC equity in land and to provide affordable housing for home ownership	TBC	2019-	Growth & Investment Fund	Model formulated for an off plan shared ownership model that is self-financing or can access external grants such as HRA.	Increase number of family dwellings
5	Newstead (Phase 5)	£25.0m	2021-23	Housing Revenue Account	207 unit scheme of OPIL, general needs accommodation	Increase quality LD and OPIL stock, reduce care costs and release stock to wider market
6	Temporary Accommodation	£7.2m	2021-23	Housing Revenue Account	60 units to provide temporary accommodation for families and single people	Accommodation provided funded by SCC to support vulnerable people.

5 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Reductions in nationally-funded programmes and capital receipts (caused by economic climate and changes to Right to Buy legislation) have limited our ability to invest	Our 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.
2	Identifying and releasing sites for private sector development in a timely manner, balancing delivery against commercial risks of flooding the market	Identification of priority sites pipeline and introduction of Key Account Holder Role.
3	Potential declining land values / capital receipts (linked to 2 above) limit our ability to invest	New project to support investment in sites to de-risk them.
4	Private sector development does not provide the required breadth of housing needed for Sheffield people	SCC to support private sector to develop housing to meet identified needs in Housing Market Areas.
5	Welfare budget reforms – impact on SCC rent	Work underway within the housing service to support tenants to ensure they can continue to pay rent, without evicting any tenants

Quality Council-owned housing stock for our tenants on well-managed estates

1 Background and context

	due purely to delays in receipt of Universal Credit
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This priority covers investment and asset management priorities for our Council-owned properties within the context of the wider business plan. The Council wants to deliver well-maintained homes, investing in priorities which improve the quality of our existing homes and tenants' quality of life. We also want to minimise the volume of (comparatively expensive) responsive repairs.

Council tenants should live in warm, dry, safe and secure properties which are as efficient to run as possible. These overarching principles inform our investment priorities. We will also continue to invest in keeping our residents safe, putting in place a number of fire prevention and fire safety measures for high rise blocks and high risk properties (including sheltered schemes) which we will be consulting on this year. We are minded to close remaining waste chutes in tower blocks and install a sprinkler system if appropriate.

This year we will also continue existing planned work programmes already identified as priorities with tenants. We will also continue to increase the number of homes in the Council's stock, and develop a clear plan for environmental improvements across the city. We will continue to work with tenants and residents to consider options for improving Gleadless Valley as part of this master-planning work. This may result in the need to bring forward capital investment from later years to begin delivering priority housing improvements in this area.

2 Projects completed in 2019/20

	Project and value (all years)	Impact
1	Hanover recladding (£3.7m)	Replacement cladding to tower block
2	External Wall Insulation Package 1 (£3.2m)	Improved energy efficient to 174 homes
3	Garage Improvements (£3m)	Approx. 3200 garages brought to appropriate standard.
4	Adaptations (£2.7m – in year)	Approx. 700 properties adapted to meet accessibility requirements

3 Current projects already in delivery (over £1.000m)

	Project	Budget (all years) (£m)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Roofing Replacements Programme	£38.6m	2019-25	Yes	HRA	New roofing to approx. 6,400 properties.	Safe, water tight, structurally sound properties.
2	Electrical Strategy	£22.0	18-21	Yes	HRA	22,500 properties included for electrical rewiring	Safe homes which are compliant with electrical safety regulations and meet modern day standards
3	Adaptations (ongoing programme)	£10	20-25	Yes	HRA	2,400 properties anticipated to receive adaptation works	Accessible and fit for purpose homes
4	Obsolete Heating	£5.7	20-24	Yes	HRA	3,100 replacement boilers and / or heating systems installed	Warm and energy efficient homes
5	Heating Breakdowns	£3.7	18-24	Yes	HRA	3,924 appliances	Warm and energy efficient homes
6	Lift Maintenance	£2.2	18-24	Yes	HRA	25 new lifts fitted	Reliable and safe access to properties

4 Potential priority areas / projects under consideration (over £1m)

These are initiatives which we are currently considering before we develop business cases and bring them forward for consideration for approval. They will be subject of separate Cabinet reports if, as and when they are brought forward.

	Project	Value £m	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Roofing and Roofline	£44.1	19-24	HRA	New roofs, pointing, render and rain water	Water tight, warm homes

					goods.	
2	Communal Areas	£21.2	19-24	HRA	Improved communal areas to maisonette blocks	Attractive and safe environment to live
3	Walls, Pointing, Render	£18	19-24	HRA	Render, improved cladding and rain water goods.	Water tight, warm homes
4	Health & Safety Environmental Works	£17	19-24	HRA	Improved communal spaces, walls / steps path ways	Contribute to a safe environment, improved access.
5	Electrical Strategy (Future Phases)	£16.1	21-24	HRA	Electrical rewiring	Safe homes which are compliant with electrical safety regulations and meet modern day standards
6	Kitchens & Bathrooms	£15.5	19-24	HRA	Replacement of Kitchens and bathrooms	Modern Homes
7	Sprinklers	£15	19-24	HRA	New sprinkler and fire suppression systems	Safe homes which are compliant with fire safety assessments
8	External Wall Insulation Packages 2-4	£12.6	19-23	HRA	Council Dwellings	Warm and energy efficient homes
9	Gleadless Valley Regeneration	£12.3	19-24	HRA	Regenerated homes and attractive neighbourhood	Attractive environment and sustainable homes.
10	Boundary Walls, Fencing	£8.6	21-24	HRA	Property boundary treatments.	Attractive and safe environment to live.
11	Community (District) Heating	£6.3	19-24	HRA	Council Dwellings	Warm and energy efficient homes
12	Plastering	£6.3	18-24	HRA	Re-plastering works	Modern homes
13	Windows & Doors (inc. Deer Park)	£3.8	19-24	HRA	Council Dwellings	Warm and energy efficient homes
14	Waste Management	£2.5	19-22	HRA	Communal Spaces	Contribute to the city's environmental strategy and improved environment for residents

15	Non Traditional Structural	£2.4	20-21	HRA	Council dwellings	Structural repairs combined with external wall insulation
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5 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Inflation and increase in interest rates	Modelling inflation / interest rates through the Housing Revenue Account (HRA) Business Plan and the effect of changes on the programme
2	The implementation of Welfare Reform and Universal Credit in late 2018	Work will continue to support tenants who are affected by changes to welfare reform changes and Universal Credit to ensure they can afford to manage their home, continue to pay rent and other charges, without evicting any tenants due purely to delays in receipt of Universal Credit
3	Any future impact of changes to national policies	Working directly with Government to address any future policy changes and, impacts on the HRA Business Plan
4	Increase in the number of 'right to buys' which reduces the levels of Council-owned stock	Modelling within business planning to mitigate funding pressures; build and acquire new Council houses (see 'Housing Growth' section) and maximising grant from the Government to reduce costs for the HRA Business Plan

7 LOVE WHERE YOU LIVE

Making our neighbourhoods good places to live and ensuring that all of our communities are treated with respect

1 Background and context

We care about making Sheffield's neighbourhoods good places to live. We are committed to listening to our citizens about the things that matter to them, making improvements and getting the basics right. Every part of our city should have a clean physical environment with well-maintained roads, green and open spaces, and sports, leisure and play facilities that are open to all. We want people to feel secure in their local area and, working with residents and local groups, we want to build communities that are safe and sociable, and where people are protected from the dangers of things like rogue traders, environmental or housing hazards, and neighbour nuisance.

A major proportion of the Council's revenue spending is invested in maintaining the city's neighbourhoods on a day-to-day basis including services like waste management, licensing, parking services, pest control, trading standards, health and environmental protection, parks and green estates, public health, neighbourhood housing management, tenant support and housing repairs and maintenance.

Our decisions about where to invest capital funding need to enhance the significant investment that the Council already makes to support our love where you live ambition. We can achieve this by putting investment into activities that:

- Improve public health by ensuring that people live in neighbourhoods that are safe, clean and sustainable;
- Deliver green and open spaces which are well-managed and maintained;
- Provide people with access to quality sports, leisure and play facilities;
- Support people to influence and shape where they live so that our neighbourhoods are safe and sociable.

2 Projects completed in 2019/20

	Project and value	Impact
1	Brown Bin Implementation £4,488,500	Improved recycling offer to residents
2	Pipworth Rec Sustainable Drainage £535,000	Improved drainage facilities to facilitate new housing development

3 Current projects already in delivery

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Replacement Cremators City Road	2,478,000	2019/20 – 20/21	Prudential Borrowing	Renewed Infrastructure at Crematorium	Improved infrastructure / reduced environmental impacts
2	General Cemetery Phase 2	3,881,420	2019/20 – 23/24	Heritage Lottery Fund, S106, Revenue Contribution, Capital Receipts	Address structural / infrastructure repair issues. Conserve and interpret the heritage Create a safe and more accessible public park	Provision of improved public space.

4 Potential priority areas / projects under consideration

In addition to the projects that are already being delivered, a programme of new projects for 20/21 is being developed in response to our Love Where You Live priorities and matters that are of most concern to our citizens.

This will involve developing business cases and Cabinet reports as required for specific initiatives, setting out the benefits of investment and bringing these forward for approval. The current 5-year allocation covers the capitalisation of bond payments regarding our major sporting facilities.

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Leisure review	TBC	TBC	TBC	A review of Sport, activity, Leisure Centre, swimming and entertainment assets to ascertain investment need and funding strategies.	A fit-for-purpose, well maintained and accessible leisure centre and entertainment offer.

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5 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Limited revenue funding for initial project development and feasibility work to assess things like return on investment and likelihood of achieving benefits	Review of governance of the Corporate Investment Fund to ensure investment in development of projects that best fit with strategic priorities and that are most likely to deliver financial and non-financial benefits
2	Identifying and securing match funding for capital investments and complying with match funding requirements	Explore and identify options for external funding working with finance and legal services to ensure that the match funding requirements are understood and can be complied with
3	Ensuring alignment with delivery partner priorities where this is relevant	Collaborative working with delivery partners at strategic and operational levels

DRAFT

Parks, playgrounds and green spaces which are well-used and our residents are proud of.

1 Background and context

This priority focuses on a dedicated strand of works from the 'Love Where You Live' priority. Funded primarily from either s.106 contributions from developers which are required to be spent on green spaces - or from Public Health monies committed to reduce health inequalities in green spaces - this priority aims to restore and enhance civic pride in our parks, playgrounds and green spaces. Far from being left to slide into decline, we are ambitious for these precious assets and are investing as much as we can to ensure they remain accessible, safe and well-used.

The Council undertakes a wide range of improvements, including replacing worn and dated playground equipment, restoring green spaces, enhancing biodiversity and promoting accessibility for all our citizens – by repairing footpaths, replacing stiles, aiding interpretation and reducing vandalism and fear of crime.

Local authorities have a statutory duty to improve the health of the people who live in their areas under the 2012 Health and Social Care Act. The importance and significance of well designed, safe and accessible green space in achieving this duty should not be underestimated. Sheffield has a proud tradition of well-maintained parks and green spaces, and this priority demonstrates our commitment to ensuring this high quality is maintained and improved upon, even in challenging financial circumstances. Indeed, this priority is taking on greater importance with the emerging 'wellness' agenda. Evidence of the positive impacts of good quality green spaces on physical and mental health and wellbeing has seen an increase in GPs prescribing outdoor activities in nature to promote as an alternative to traditional medicines. This priority is key to supporting this shift in practice.

2 Projects completed in 2019/20

	Project and value	Impact
	Burngreave Green Space improvements (Wensley St,	Play improvements, Access improvements, Sight-line

	Nottingham Cliff and Denholme Close)	
2	Colley Park improvements Phase 2	Landscape improvements -Improved sight-lines Play provision
3	Environmental Improvements Project	Works to Grange Road, Birley Spa, Silkstone Ravine and Bowman Drive. Access improvements Habitat improvements
4	Parson Cross Park – access improvements.	New Path creation
5	Weston Park – band stand refurbishment	Improved heritage facility – refurbished bandstand

3 Current projects already in delivery

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Play improvement projects (phases 3 and 4)	£180k	2019 & 2020	No	S106 & Public Health Funding	Improved play & recreational opportunities Green Space Quality Play Value	Works to Broadfield Road Open Space, Batemoor Road Open Space, Darnall Community and Phillimore Parks, Mortomley Park, Upper Hanover Playground, Ruskin Park, Lydgate Lane Improved Health and Wellbeing for children and families Increase in community pride and value
2	Norton Woodseats Cricket Pavillion	£421k	2019/20 – 20/21	No	S106 & Sport England	Improved Sporting Facilities	Increased number of users of site. Improved health & wellbeing
3	Sheffield Lakeland Partnership	£196k	2019/20 – 21/22	No	Heritage Lottery Fund & Timber Sale Income	Improve access, biodiversity and resilience to trees in North West Sheffield Generate new timber income for SCC Move from commercial forestry toward a sustainable woodland	A more connected and resilient landscape A better landscape for all to learn about, value, experience, and enjoy More joined up natural environment for people and wildlife

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
4	Ponderosa Active Play Improvements	£187k	2019/20	No	S106, Public Health Funding / parks Improvement Fund	Improved play and recreational facilities	Increased usage of site. Improvements to health & wellbeing
5	Parson Cross Park – Skate Park.	£70k	2019/20 – 20/21	No	S106	Skate Park Provision	Improved Health and Wellbeing for local communities
6	Shirebrook Valley Visitor Centre – renewal	£180k	2019/20 – 20/21		Public Health Funding	Re-configuration and modernisation of internal space of the visitor centre – to make fit for purpose.	Educational opportunities Community cohesion
7	Southey Ward Green Space improvements (Cookson Park, Foxhill Rec and Wolf Road Park)	£61k	2019/20 – 20/21		S106 and Public Health	Play improvements Access improvements Sight-line improvements Informal Recreation improvements	Reduced ASB Improved Health & Wellbeing for children and families Increase in community pride and value Improved biodiversity
8	Ecclesall Woods – access and habitat improvements	£16.2k	2019/20 – 20/21		S106	Access improvements Habitat improvements and associated access controls	Improved biodiversity Improved Health and Wellbeing Improved woodland accessibility

4 Potential priority areas / projects under consideration

These are initiatives which we are currently considering before we develop business cases and bring them forward for consideration for approval. They will be subject of separate Cabinet reports if, as and when they are brought forward. A number of additional potential projects are also currently being considered by Members. However, funding will need to be sought for any agreed projects, and this will be discussed over the coming months.

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Masterplan implementation projects	£1m +	2019/20	s.106, external funding including HLF	A 'whole site' approach taken to a number of sites, including Ponderosa Park, Bannerdale Green Spaces, Mather Road Recreation Ground, Ecclesfield Park, Parkwood Springs and Hillsborough Park, Parson Cross Park	Sites which, following consultation with local people, are well used by all sections of the local community.
2	Access and environmental improvements	c. £150k	2019/20	s.106	Delivering safe, clean, welcoming and accessible sites at Sky Edge, Arbourthorne Playing Fields, Corker Bottom / Manor Playing Fields, plus small-scale environmental improvements	Sites which, following consultation with local people, are well used by all sections of the local community.

5 Key challenges and how we are addressing them

Challenge	Actions to address
Section 106 monies will become depleted and are likely to be exhausted by 2020.	Proactively seek alternative funding sources to replace section 106; ensure we can evidence benefits to maximise our chances of success. Progress the 'Better Parks' initiative to selectively seek out and secure appropriate increases in income (such as more and better catering opportunities, increased social value initiatives and new franchises and activities/events) on appropriate sites. We must however ensure we maintain the balance between peace and tranquillity and income generating activity.
Quantifying the outcomes for our communities.	This is required in order to evidence benefit to current (e.g. Public Health) and future funders. A project is underway to scope measurable metrics, such as activity levels and usage.
Prolonging asset life in challenging financial circumstances.	Engagement of and consultation with local communities at planning stage pays dividends in reducing vandalism when the works are complete. We also often undertake improvements to

PEOPLE: CAPITAL AND GROWTH

Improving and maintaining the quality of provision and services for all our citizens, ensuring we are meeting the needs of our diverse communities; improving the quality of life for our citizens for the whole of their life.

1 Background and context

		sight-lines and boundaries as part of our works, minimising vandalism and ensuring people feel safer using the facilities. We allocate funds for maintenance (currently five years) as part of our project approvals. And we are currently developing an asset management strategy for our play equipment to strike the right balance between efficient and effective asset management whilst ensuring that the equipment choices of funders (such as local 'Friends Of' groups) can be accommodated as much as possible.
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The People Services Portfolio supports children, young people and their families, adults and communities. It has three key areas of focus:

- Improving demand for services by shifting from crisis response to a greater focus on early intervention and prevention, ensuring we listen to the people who use our services and work with our partners to do the right thing at the right time.
- Ensuring that there is high-quality, diverse and robust care and support for our customers, providing good value for money for the Council.
- Developing our workforce, making sure we have the right-sized staff groups, enabled by effective systems and supported to develop their skills.

Underpinning this is an 'all age' approach to disability-related services across the portfolio. This supports individuals from childhood through to old age in a consistent and seamless way, without barriers or difficult transition points.

The quality of children's school experiences is fundamental to their later life chances. Children who experience high quality teaching and learning are much more likely to experience positive outcomes, such as sustained employment, good mental and physical health, and avoidance of poverty and increase social mobility.

A significant element of the People: Capital and Growth Programme has been prioritised around ensuring the Council meets its statutory duty to provide sufficient quality school places in environments that are fit for purpose. This has resulted in a £100m programme of new schools and

refurbishment projects. Oasis Don Valley, Astrea Academy, Mercia Academy and Ecclesall Primary are shining examples of the new state of the art education facilities available to Sheffield children.

The Council has a responsibility to ensure the People estate is fit for purpose and supports effective service delivery. There is a significant backlog of outstanding maintenance, which it is making headway in tackling against an extremely challenging financial context.

Clearly it is important to maximise all capital grant funding available to the Council. Existing strategies and policies around investment opportunities such as Disabled Facilities Grants (DFG) are being reviewed to ensure the impact is improving the quality of life for residents of all ages.

2 Projects completed in 2019/20

	Project and value	Impact
1	Astrea Academy £28.6m	New school delivering 2 form entry primary, 5 form entry secondary and 6 th form provision
2	Don Valley Academy Sports Provision £1.3m	Reconfiguration of EISS facilities to accommodate school indoor sports facilities
3	Whole Family Case Management £2.9m	Capital costs of implementation of new social care IT system
4	Fire Risk Assessment Works £3m	Fire Risk Assessment at various school sites

3 Current projects already in delivery

Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people

1	Disabled Facilities Grants	Approx £2.8m p.a.	On going	No	Department of Health	Adapted properties	Suitably adapted properties which meet people's needs
2	Minor Works Grants	Approx. £150k p.a.	Ongoing	No	Department of Health	Improvements to private homes	Improved homes for local people
3	Aldine House 2 Bed Extension and MUGA	£2.5m	2019/20 – 20/21	No	Department For Education	Increased beds and facilities for looked after children	Improved facilities for looked after children
4	Shooters Grove Primary Electrical Works	£687k	2019/20 – 20/21	No	Department For Education	Full electric rewire of school	School facilities fit for purpose.

4 Potential priority areas / projects under consideration

These are initiatives which we are currently considering before we develop business cases and bring them forward for consideration for approval. They will be subject of separate Cabinet reports if, as and when they are brought forward.

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Specialist provision	£1.8m	2019-21	Capital Grant – Education & Skills Funding Agency (ESFA)	TBC	Supporting the increasing needs of children and young people with special educational needs and disabilities (SEND).
2	Early years' provision	TBC	2019-20	Capital Grants – allocated to individual providers – Education & Skills Funding Agency (ESFA)	TBC	Ensuring Sheffield's children have the best possible start in life through supporting schools to deliver quality provision.
3	Children's Social Care Capital Investment	c.£3.5m	2020 onwards	Strengthening Families – Invest to Save	Appropriate Residential Care for young adults and children on the edge of care.	Improved ability to accommodate young adults and children on the edge of care within the city.
4	Building condition	TBC	2020 onwards	Capital Grant – Education & Skills Funding Agency	Programme of repairs and upgrades to a range of schools	Well-maintained schools buildings which ensure our children are educated in fit-for-purpose learning environments.
5	People's estate and infrastructure	TBC	2020 onwards	TBC	TBC	Fit-for-purpose property and infrastructure which supports an integrated services delivery model.

5 Key challenges and how we are addressing them

	Challenge	Actions to address
1	<p>School Places:</p> <p>Risk that advance investment in new or expanded schools (£11m) is not repaid from future government funding allocations.</p>	<p>No commissioning of new school places that requires significant capital investment from Basic Need. New school places/capital opportunities from other Department for Education programmes to be maximised.</p>
	<p>Specialist Provision:</p> <p>Significant growth in need an complexity of special education provision.</p>	<p>SCC has been successfully included in the Specialist Provision Free School Programme which will result in 2 new schools (160 places) funded and delivered by the DfE by 2022.</p> <p>A modest capital grant to support the delivery of specialist education provision has been allocated to SCC by DfE. The challenge will be to manage all of the emerging requirement within the budget allocated.</p>
2	<p>Building Condition:</p> <p>Backlog maintenance is currently estimated at £95m. Existing resources of around £2.7m annually are largely absorbed by reactive maintenance and certain elements require urgent renewal.</p> <p>Annual reduction to the Building Condition Grant allocated to Local Authorities as more schools transfer to Academy Status. Demands on the capital budget will also decrease proportionately. However, significant challenges relating to the condition of the primary estate remain. The reduction in Building Condition funding leaves a disproportionate number of schools in a worse condition within the council's control</p>	<p>Prioritise repairs on a 'worst first' basis, whilst aggregating requirements wherever possible to maximise efficiency of delivery. Continue to lobby DfE for additional funding. Consider making funding requests to the Corporate Investment Fund to tackle this backlog, prioritising schools which will remain in the City's control. Opportunities for SCC Schools to be included in DfE funded significant refurbishment and rebuild programmes will be maximised.</p>
3	<p>Children's Social Care:</p> <p>Increase in demand for Children's services with higher referrals into social care system. There is a clear strategy to manage demand, improve supply of provision and performance. This may involve more innovative and different delivery methods which could require capital investment to implement.</p>	<p>A clear business case approach to capital investment will focus on ensuring the impact of any changes is effectively monitored and achieving the outcomes set out.</p>
4	<p>Adult Social Care:</p> <p>Keeping people out of hospital and accessing the right care in their own homes and communities.</p> <p>Increasing the independence of adults of working age</p>	<p>Work closely with colleagues in Health and Social Care and Housing to enable people to remain in their homes as long as possible and avoid unnecessary hospital admissions.</p> <p>Work closely with colleagues in Health, Social Care and Housing to ensure the right type of accommodation is available in the right areas.</p>

10 HEART OF THE CITY II

A vibrant and attractive ‘destination’ City Centre which creates more good jobs for Sheffield people, attracting new investors, visitors and residents to the city centre.

1 Background and context

Heart of the City II is one of Sheffield’s key economic projects. Backed by Sheffield City Council alongside its strategic delivery partner Queensbury, the scheme will contribute positively in social and economic terms, making the city centre a more dynamic place to live and work.

In addition to encouraging new retailers to the city centre, the scheme will provide Grade A office space, two 4 or 5 star hotels, residential developments, restaurants and cafes, leisure destinations, parking and stunning public realm – all creating the type of high quality central quarter that helps attract jobs and investment.

The scheme will bring together the old and the new, maintaining the existing street patterns and balancing heritage with striking new architecture and unique outdoor squares and spaces. Rooted in the city’s unique character, it will help knit together The Moor, the Devonshire Quarter and Fargate, providing a new home for Sheffield’s cultural, commercial and creative trailblazers.

2 Projects completed in 2019/20

	Project and value	Impact
1	HOC2 Phase 1 occupation	With the occupation by HSBC of its new office space, further letting has been secured with retailers Monki and Weekday opening and with legal firm CMS Taking the remaining 25,000 office space. The block is now more than 90% occupied with further interest for the remaining units.
2	HoC2 Block F Trafalgar Works	Following a competitive tender process the site has been secured by developer Angelo Gordon who will build circa 300 residential properties of varying size. This will increase the residential offer in the city centre and provide a link with HoC2 and the Division Street/ Devonshire Green areas.
3	HoC2 Block G1 38 Carver Street	Following a competitive tender process the block has been secured by operator Staton Young and will be refurbished to provide co-working and business start-up accommodation. This will bring back into life a key office building currently vacant and subject to vandalism

3 Current projects already in delivery

	Project	Budget (£)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	HOC2 Land Acquisitions and Feasibility work	£2.9m remaining expenditure	Oct 13 - Mar 22	No	Prudential Borrowing	All land interests secured and final payments settled.	<p>The HoC2 projects are collectively providing a high class mixed use development in the heart of Sheffield City Centre, enabling Sheffield to have an improved retail and leisure offer and increased vibrancy through the creation of Office and Residential accommodation.</p> <p>This very first stage of the project was to bring the land ownership into the Council's hands so that it can control the quality and pace of development and to carry out initial feasibility work to develop a viable delivery masterplan.</p> <p>The £2.9m is the remaining forecast expenditure of a £66.4m total budget.</p>
2	HoC2 Block A Palatine	£3.0m Remaining expenditure of a £4.3m budget	Sep 18 - May 20	No	Prudential Borrowing	Pre- construction phase of development of mix of Hotel, Office and retail units with pre-conditions satisfied to move the project into the construction phase with necessary budget approval	Bringing increased vibrancy to the buildings in key corridor in the city centre attracting visitors, jobs and residents.
3	HoC2 Block B Laycock	£14.6m Remaining expenditure of a £17m budget	Sep 18 – Mar 22	No	Prudential Borrowing	Circa 60 residential units, small office and ground floor retail	Increased residential offer in the city centre helping to make the city centre a 24 hour economy.
4	HoC2 Block C Pepperpot	£15.7m Remaining expenditure of a £18.1m budget	Sep 18 – Dec 21	No	Prudential Borrowing	Office accommodation and ground floor retail	Increased office capacity in the city centre attracting inward investment.

	Project	Budget (£)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
5	HoC2 Block E Telephone House Retail	£2.4m Remaining expenditure of a £2.85m budget	Sep 18 – Mar 21	No	Prudential Borrowing	Asbestos removal and refurbishment of retail units and car park refurbishment	Bringing back into life a number of previously vacant properties and improved exterior of the multi-story car park.
6	HoC2 Block G Wellington Street	£4.9m Remaining expenditure of a £5.2m budget	Sep 18 – Dec 21	No	Prudential Borrowing	Pre- construction phase of development of mix of Hotel, Office, Car parking and retail with pre-conditions satisfied to move the project into the construction phase with necessary budget approval	Increased high quality office capacity in the city centre attracting inward investment, increased car parking capacity serving the city centre offer.
7	HoC2 Block H Henrys	£1.6m Remaining expenditure of a £4m budget	Sep 18 – Sep 20	No	Prudential Borrowing	Pre- construction phase of development of mix Leisure, Food, Office and retail with pre-conditions satisfied to move the project into the construction phase with necessary budget approval	Increased leisure offer in the city in a cutting edge food hall concept combined with further grade A office space
8	HoC2 Block H1 Leah's Yard	£4.0m Remaining expenditure of a £4.5m budget	Sep 18 – Mar 21	No	Prudential Borrowing	Pre- construction and stabilisation phase of development of Listed building with pre-conditions satisfied to move the project into the construction phase with necessary budget approval	Bringing back into life iconic heritage building.
9	HoC2 Infrastructure & Public Realm	£7.3 Remaining expenditure of a £7.5m	Oct 18 – Mar 22	No	Prudential Borrowing	Development wide planning and delivery programme for the infrastructure and public realm	Improved street grid and high quality public spaces.

Project	Budget (£)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
	budget					

4 Future phases

These specific projects form an integral part of future phases of the Heart of the City II project. Further work will be required to develop these individual business cases in order to finalise the design and ascertain the cost of these elements. Once that work is complete they will be the subject of separate Cabinet reports to formally add them to the Capital Programme in the years indicated in the table below.

	Project	Value*	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	HoC2 Block A Palatine	£56.7m	May 20-Aug 22	Prudential Borrowing	Construction phase of development of mix of Hotel, Office and retail units subject to meeting pre-conditions and necessary budget approval	Bringing increased vibrancy to the buildings in key corridor in the city centre attracting visitors, jobs and residents.
2	HoC2 Block E Telephone House Retail	£3m	Apr 21-Mar 22	Prudential Borrowing	Final unit fits outs for retail / leisure spaces .	Bringing back into life a number of previously vacant properties and improved exterior of the multi-story car park.
3	HoC2 Block G Wellington Street	£89m	Dec 21-May 23	Prudential Borrowing	Construction phase of development of mix of Hotel, Office, Car parking and retail subject to meeting pre-conditions and obtaining necessary budget approval	Increased high quality office capacity in the city centre attracting inward investment, increased car parking capacity serving the city centre offer. This site may be offered to the market to be delivered by third party developer(s).
4	HoC2 Block H Henrys	£52m	Jul 20-Dec 22	Prudential Borrowing	Construction phase of development of mix Leisure, Food, Office and retail subject to meeting pre-conditions and obtaining necessary budget approval	Increased leisure offer in the city in a cutting edge food hall concept, combined with further grade A office space. This block may be developed in separate phases.
5	HoC2 Block H1 Leahs	£3m	Jan 20 –	Prudential Borrowing	Fit-out phase of	Bringing back into life iconic heritage building.

	Yard		Dec 21		development of Listed building subject to meeting pre-conditions and obtaining necessary budget approval	
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* N.B. all values in this column show the remaining expenditure for infrastructure relating to the construction phase of each block in addition to pre-construction budget above

5 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Managing costs within budget and keeping to programme in an increasingly challenged construction sector with inflationary pressures	Review and manage procurement routes to secure most competitive appointments. Pass risk on the contractors when/where appropriate. Strong project management.
2	Changing UK retail market leading to lack of demand for retail and/or more aggressive commercial terms being demanded.	Ongoing review and consideration for finalised design of each of blocks to maximise market appeal. Proposed pre-letting hurdles before moving to construction phase.
3	Lack of demand for increased office space leading to empty properties or displacement elsewhere in the city.	Analysis and review of office market demand. Consideration for finalised design of each of blocks to maximise market appeal. Consider pace of development to ensure there isn't oversupply.
4	Changing investment yields caused by increased uncertainty over Brexit leading to lower than expected exit values.	Ongoing review of exit strategies. Consider holding properties for a period until properties are successfully trading and yields increase.

11 ESSENTIAL COMPLIANCE AND MAINTENANCE

Ensuring legal and regulatory compliance for our corporate accommodation estate, improving its fitness for purpose for the customers we serve and our workforce when budgets allow. Spending on essential maintenance works to avoid further deterioration in the building fabric which will then cost more to repair. Improving the energy efficiency of our estate to reduce our carbon footprint and save money on energy bills

1 Background and context

Sheffield City Council has a portfolio of over 900 built assets - many of which are buildings - from which it delivers services to the community. These buildings are physical assets which need to be properly maintained to ensure that they continue to function as efficiently and effectively as possible – and comply with our statutory obligations - to support our delivery of a wide range of services.

The deterioration of buildings due to the lack of maintenance can lead to future financial burdens, pose health and safety risks, create legal liabilities and a range of other issues that affect the delivery of services. The maintenance of buildings is critical to the proper management of physical assets, ensuring we provide an appropriate environment for customers, staff and other users of our buildings.

A programme for the management of maintenance is required to provide a consistent approach to the planning, management and reporting of building maintenance within the current challenging financial environment.

Linking into the “Sheffield Land and Property Plan”, the aim of the Essential Compliance and Maintenance Programme is to set out what short, medium and long term investments are needed to co-align with the outcomes signposted in that Plan. We must ensure we prioritise our spend effectively and have already rationalised our corporate estate. Further work is ongoing in this regard. Rather than trying to spread money across the entire corporate estate – which would leave no money for other priorities – we must ensure we invest according to our new mantra: “Right asset, right place, right time, right decision”. An Asset Management Strategy has been developed and a rolling programme of condition surveys is underway to support this activity.

The Council’s Strategic Objectives are all supported by services that deliver them - working from the council’s Operational Estate. If parts of that estate are no longer able to remain open due to failures in the fabric or infrastructure of a building, it will impact directly on the ability of those services to deliver these objectives.

2 Projects completed in 2018/19

	Project	Value	Impact
1	Fire Risk Assessment Mitigation	£585,000	Delivery of suitable fire precautions to meet statutory compliance across the estate
2	Electrical Works	£69,000	Re-wiring/replacement of distribution boards to maintain electrical installation in safe condition
3	Roofing	£69,000	Replacement of failed flat roofing
4	Windows and Doors	£143,000	Replacement of fenestration in danger of failure
6	Moorfoot Lifts	£1,896,000	Refurbishment of lifts in civic buildings
7	Paths and Surfacing	£173,000	Maintenance of paths and hard surfacing in Parks and Cemeteries, mitigating potential injuries and claims from slips, trips and falls
8	Dams and Water Courses	£225,000	Maintenance of dams and watercourses to prevent potential breaches and subsequent flood risk
9.	Mechanical Works	£464,000	Planned replacement of failing mechanical installations

3 Current projects already in delivery

	Project	Budget (Future years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Fire Risk Assessment red tape Studio	£493,000	2019/20 – 20/21	No	Growth and Investment Fund	Delivery of suitable fire precautions to meet statutory compliance	Safe premises for our customers and staff.
2	Dams & Water Courses	£60,000	2019/20 – 20/21	No	Growth and Investment Fund	Maintenance of dams and watercourses to prevent potential breaches and subsequent flood risk	Protecting property and livelihoods from flood risk.
3	Structural Surveys	£220,000	2019/20 – 20/21	No	Growth and Investment Fund	Robust	Reliable and more efficient heating for our customers and staff.

4 Potential priority areas / projects under consideration

These are initiatives which we are currently considering before we develop business cases and bring them forward for consideration for approval. They will be subject of separate Cabinet reports if, as and when they are brought forward and represent those minimum essential elements of building maintenance required to keep the Council's estate compliant.

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Fire Risk Assessment Mitigation	£2.7m		Corporate Investment Fund	Delivery of suitable fire precautions to meet statutory compliance	Safe premises for our customers and staff.
2	Electrical Works	£0.4m		Corporate Investment Fund	Re-wiring/replacement of distribution boards to maintain electrical installation in safe condition	Safe premises for our customers and staff.
3	Roofing	£1.2m		Corporate Investment Fund	Replacement of failed flat roofing	Weathertight premises for our customers and staff, safeguarding the fabric of the building; improved energy efficiency.
4	Windows and Doors	£1m		Corporate Investment Fund	Replacement of fenestration in danger of failure	Weathertight premises for our customers and staff, safeguarding the fabric of the building; improved energy efficiency.
5	Structural Repairs	£1.4m		Corporate Investment Fund	Repair of major structural elements to prevent deterioration of building fabric	Safe premises for our customers and staff; avoiding deterioration to the building fabric to mitigate against further expensive repairs.
6	Lift Refurbishment	£0.3m		Corporate Investment Fund	Refurbishment of lifts in civic buildings	Reliable, accessible lifts for our customers and staff.
7	Paths/Surfacing	£1m		Corporate Investment Fund	Maintenance of paths and hard surfacing in Parks and Cemeteries, mitigating potential claims from slips, trips	Safer paths to minimise injuries to our customers and staff.

					and falls	
8	Dams & Water Courses	£1m		Corporate Investment Fund	Maintenance of dams and watercourses to prevent potential breaches and subsequent flood risk	Protecting property and livelihoods from flood risk.
9	Mechanical Works	£2.5m		Corporate Investment Fund	Planned replacement of failing mechanical installations	Reliable and more efficient heating for our customers and staff.
10	Town Hall	£5.9m		Corporate Investment Fund	Fire precautions, electrical installation, mechanical installation	Safe premises for our customers and staff.
11	Central Library	£9m		Corporate Investment Fund	Structural Repairs, fire precautions, mechanical installation	Safe premises for our customers and staff.
12	Moorfoot	£5.6m		Corporate Investment Fund	Mechanical installation, thermal performance	More efficient premises to minimise our environmental impacts.
13	Howden House	£0.8m		Corporate Investment Fund	Fitness for purpose	Safe and efficient premises for our customers and staff.
14	Millennium Gallery	£1.1m		Corporate Investment Fund	Lifecycle maintenance	Proper lifecycle maintenance for a city centre asset.

5 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Obtaining granular data on the Condition, Utilisation, Suitability and Quality of buildings that make up the council's estate	We have established a rolling programme of Condition Surveys and are currently undertaking Condition Surveys to gather this data. This will however take some time to cover all properties.
2	Strategic review of the core council estate, to concentrate maintenance investment in viable buildings and divest those buildings that are surplus to core delivery	Working with Members and officers in Property and the wider Council to understand and implement the Corporate Asset Management Strategy.
3	Insufficient funding to adequately maintain the existing corporate estate in a satisfactory condition	Identify available funding and judiciously invest it to maintain the core estate in a satisfactory condition. Accept that lack of funding

	will lead to the closure of non-core property due to lack of maintenance investment.
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A1 CORPORATE INVESTMENT FUND (CIF) POLICY

This appendix 1 sets out our proposed policy for the Corporate Investment Fund (CIF).

1 Background

The Corporate Investment Fund (CIF) was created in 2017/18 in order to provide a single coordinated fund to prime economic and housing growth activity in the city. It is comprised of a range of individual funding streams – New Homes Bonus, Community Infrastructure Levy (CIL), section 106 and elements of the Corporate Resource Pool (CRP). It is the Council’s structure for managing discretionary capital funding.

Historically, the CRP had been made up largely of capital receipts from the sale of surplus council land and assets. It was used to fund investment needs not met by Government funding, such as backlog maintenance demands / core repairs and unplanned failures of large critical assets or other property losses caused by natural disasters (such as the floods in 2007).

CRP was also used to demolish empty properties to redevelop land for sale. This brought benefits to the Revenue Budget by reducing the costs of safeguarding vacant properties, as well as replenishing the CRP.

With the advent of the New Homes Bonus and Community Infrastructure Levy as further “unrestricted” funds available for investment at the discretion of the authority, it was decided to combine the income from these new funding streams with those previously included in the CRP (i.e. Capital Receipts). Together, these create the Corporate Investment Fund (CIF). It is therefore a blend of restricted and unrestricted funds.

The national programme of expenditure reductions has increased the importance of this facility as central government support has decreased. We may be required to use our own resources to fund essential infrastructure. And we also need to maintain sufficient funds to match - often 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.

2 Purpose of the Corporate Investment Fund (CIF)

The GIF is intended to fund investment projects which cannot attract other sources of funding. This may include maintenance of our corporate buildings, or projects which have attracted external funding but require an element of matched funding in order to proceed. It may also provide funding for growth projects – whether as core funding or feasibility funding – which generate sustainable growth for everyone in the city.

3 Risks and demands on the CIF

Key risk factors on the ability to allocate the CIF relate to the uncertainty surrounding the income flows from the key components of capital receipts, New Homes Bonus and Community Infrastructure Levy.

Payment of Capital Receipts will continue to be subject to the inherent risk in all property and land transactions, such as local / national economic factors and the housing market. Furthermore, the application of the Affordable Housing Policy, to address the citywide affordable housing shortfall, will affect the level of capital receipts generated, although potential reductions may be partially offset by future Council Tax and New Homes Bonus. The Council will also receive s106 commuted sum (on and off site) contributions for the provision of new affordable housing and this income will be used to increase the number of affordable homes in the Affordable Housing Programme.

Community Infrastructure Levy income will be dependent on the level of development taking place in the city which is subject to the levy. While estimations can be made of potential receipts, again, wider economic factors can quickly impact on the level of development in the city.

New Homes Bonus income is dependent not only on the number of new homes delivered in the city but also, on an ongoing basis, a continued commitment from central government to maintain the scheme at its current levels. However, recent developments have indicated that the future of the NHB grant may be in question with no payments now expected for any net increase in new homes from October 2019.

4 CIF Allocation Policy

Our previous policy was that Members approved capital expenditure commitments no more than one year in advance. Lower levels of capital receipts put considerable constraints on the CIF. However, in the current difficult financial circumstances, the Council must be ambitious and bolder in its vision to progress the city's development. We will therefore agree allocations up to a ten-year lifespan. Anything beyond this would be on an exceptional basis.

Consideration of the granting of CIF funds will only be given to projects which meet the following criteria:

A Funding

Projects requesting CIF funding will:

- Have no other available funding sources from central government, internal investment funds (e.g. Housing Revenue Account) or other grant funding bodies; or
- Already be in receipt of external funding and require an element of match funding to proceed; or
- Are strategic projects which require cash flow support until a funding package can be arranged.

B Suitability

Projects requesting CIF funding will:

- Be in line with corporate priorities; and

- Have a robust business case; and
- Where applicable, be necessary to make an asset compliant with legislation; or
- Where applicable, be an emergency requirement not capable of prior notification and a failure to undertake the project as an emergency will result in a threat to life and limb.

Non-cash investments (such as in land or property) will comply with the Investment Strategy Principles set out at section 2.4.2 of this Capital Strategy.

Outcomes and benefits will, as ever, be robustly assessed. And if any project does not proceed, abortive project costs will have to be financed from the sponsoring portfolio's Revenue Budget.

Alongside the funding of key development and investment priorities, a suitable reserve level will be maintained within the CIF to allow swift response to emergency situations such as the floods of 2007 and also to provide match funding at short notice to lever in additional grant funding from central government and others.

Cabinet Members are currently engaged in a strategic commissioning process, whereby they are reviewing all potential capital projects and deciding where best to invest the Council's resources. A number of these projects will require CIF funding. We anticipate that the first stage of this process will be completed early in the new financial year.

5 Future developments – s.106, CIL and the Local Plan

New CIL Regulations that impact on the operation of CIL and S.106 came into force in September 2019.

The Council will have to publish an **Infrastructure Funding Statement** (IFS) covering the current financial year. This will require us to be much more open in terms of CIL and S.106 receipts and spending. It will also require us to set out a list of priorities for projects to be funded by CIL. This replaces the previous 'Regulation 123 List' and will have to be updated at least annually.

When determining what the priorities will be, we will have to have regard to the **Infrastructure Delivery Plan** (IDP) – which is being prepared to support the Local Plan- together with the **Corporate Integrated Infrastructure Delivery Plan** (IIDP) which will set out the Council's infrastructure priorities. This may also need to dovetail with the Corporate Investment Fund (CIF) priorities for funding. All of these Plans will be considered as part of the ongoing development of the Council's overarching Capital Strategy.

The new CIL Regulations encourage more use of S.106, and introduce the ability to use **both** CIL and S.106 in delivering infrastructure priorities. Previously, the Regulations restricted the ability to ask for both S.106 and CIL for the same project and also restricted how many S.106s could be used for the same item of infrastructure. These restrictions have now been removed. The viability assessments that underpinned the setting of the CIL rates always allowed for S.106 contributions, so the Council should now be able to pursue S.106 agreements on sites that will also be making a CIL contribution, where a S.106 is required to make an application acceptable in planning terms.

The Local Plan

The [Local Development Scheme](#) sets out the timetable for producing the new Local Plan (the ‘Sheffield Plan’). A revised Local Development Scheme, setting out the steps involved in producing the plan, came into effect on 20 November 2019.

A new ‘Issues and Options’ consultation (under Regulation 18 of the Town and Country Planning (Local Planning) Regulations (2012)), is proposed to take place from July to September 2020. An IDP will be required for the Publication Draft Plan (Regulation 19) consultation, due to take place a year later between July and September 2021.

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A2 PROJECT LIST SPLIT BY PRIORITY

This appendix 2 sets out the full list of projects, which have either been approved or approval has been requested, split by priority area.

ECONOMIC GROWTH

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
					2020-2021	2021-2022	2022-2023	2023-25	Total
94024, DIGITAL INCUBATOR (NAQNO)		SEP 2016	MAR 2024	Approved - Active	58	10	10	22	100
94014, UDV FLOOD SCHEME PHASE 1 (NAQNO)		MAR 2019	AUG 2022	Approved - Active	3,449	1,219			4,668
94032, CULVERT RENEWAL PROGRAMME (NAQNO)		OCT 2018	MAR 2021	Approved - Active	1,251				1,251
93374, IRR JUNCTION SCHEMES (NAQNO)		NOV 2016	MAR 2020	Approved - Active	104				104
Total					4,864	1,229	10	22	6,124

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TRANSPORT

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2020-2021	2021-2022	2022-2023	2023-25	Total
92637, ANTI IDLING : AIR QUALITY (NAQNO)	APR 2018	MAR 2021	Approval Requested	17				17
92644, OUGHTIBRIDGE RS SCHEME (NAQNO)	APR 2018	MAR 2020	Approved - Active	23				23
92890, FOX HILL 20 MPH ZONE (NAQNO)	APR 2019	MAR 2021	Approval Requested	35				35
92891, SHARROWVALE 20 MPH ZONE (NAQNO)	APR 2019	MAR 2021	Approval Requested	65				65
92892, HILLSBOROUGH 20 MPH ZONE (NAQNO)	MAR 2019	APR 2021	Approval Requested	85				85
93079, CAZ BACK OFFICE (NAQNO)	JAN 2009	DEC 2009	Approved - Active	140				140
93080, CAZ COMMS (NAQNO)	NOV 2019	MAR 2022	Approved - Active	67				67
93081, CAZ SIGNAGE (NAQNO)	JAN 2018	MAR 2021	Approved - Active	309				309
93082, CAZ ANPR INFRA (NAQNO)	JAN 2008	JAN 2009	Approved - Active	2,592				2,592
93121, CLEAN BUS TECHNOLOGY (NAQNO)	APR 2018	SEP 2020	Approved - Active	1,800				1,800
93132, KELHAM NEEPESEND PARKING (NAQNO)	APR 2019	JUN 2020	Approval Requested	580				580
93134, EFFINGHAM PARKING SCHEME (NAQNO)	APR 2020	MAR 2021	Approved - Active	18				18
93376, BROADFIELD ROAD JUNCTION (NAQNO)	JAN 2018	MAR 2021	Approval Requested	1,312	308			1,620
92942, PROW 19-20 (NAQNO)	SEP 2019	MAR 2021	Approved - Active	51				51
92945, BARKBY ROAD STEPS (NAQNO)	APR 2019	MAR 2021	Approved - Active	62				62
Total				7,155	308	-	-	7,464

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HOUSING GROWTH

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
					2020-2021	2021-2022	2022-2023	2023-25	Total
94030, BROWNFIELD SITE (NAQNO)		APR 2018	MAR 2021	Approved - Active	991				991
97551, COUNCIL HSG ACQUISITIONS PROG (Q0067)		APR 2014	MAR 2025	Approval Requested	7,028	7,028	7,028	14,056	35,139
97553, NEW BUILD COUNCIL HSG PHASE 2 (Q0067)		APR 2015	MAR 2021	Approval Requested	912				912
97555, NEW BUILD COUN HSG PH 4A (NAQNO)		MAR 2017	OCT 2022	Approval Requested	12,955	7,932			20,886
97556, NEW BUILD COUN HSG PH 4B (NAQNO)		APR 2016	MAR 2022	Approval Requested	622	527			1,148
97557, ON SITE ACQUISITIONS (NAQNO)		APR 2018	MAR 2021	Approval Requested	462				462
97564, NEW BUILD COUN HSG PH10 (NAQNO)		APR 2019	MAR 2023	Approval Requested	8,054	5,710			13,764
97566, NEW BUILD COUN HSG PH11 (NAQNO)		DEC 2019	MAR 2025	Approval Requested	187				187
00140591Q0087 STOCK INCREASE (CHS)		APR 2014	MAR 2025	Approval Requested	6,465	53,858	67,355	34,545	162,223
97444, GENERAL/RTB ACQUISITIONS CHS (Q0069)		APR 2015	MAR 2025	Approval Requested	1,199	1,199	1,199	2,398	5,994
Total					38,873	76,253	75,582	50,998	241,706

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HOUSING INVESTMENT

	Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
					2020-2021	2021-2022	2022-2023	2023-25	Total
00100000Q0094 HRA REGENERATION		APR 2019	MAR 2024	Approval Requested	1,000	5,000	5,000	10,000	21,000
00100000Q0095 IT UPGRADE (HSG)		APR 2019	MAR 2022	Approval Requested	500	1,500	750		2,750
90136, CHAUCER SQUARE MAINTENANCE (NAQNO)		JAN 2009	DEC 2030	Approval Requested	18	18	18	36	90
97222, PSH EMPTY PROPERTIES (NAQNO)		JAN 2008	MAR 2024	Approval Requested	120	120	120	240	600
97390, PHS ACTIVITY (NAQNO)		APR 2010	MAR 2024	Approval Requested	130	130	130	260	650
97150, RHB LOANS HAL (NAQNO)		JAN 2008	MAR 2022	Approval Requested	215	220			435
97394, HULL - HUMBER SUB REGION HAL (NAQNO)		JAN 2008	MAR 2021	Approval Requested	250				250
97451, REGIONAL ENERGY HAL (NAQNO)		APR 2016	MAR 2021	Approval Requested	180				180
97452, REGIONAL ERL (NAQNO)		APR 2016	MAR 2021	Approval Requested	150				150
97507, SHEFFIELD REPAYMENT LOANS (NAQNO)		APR 2018	MAR 2021	Approval Requested	97				97
97520, KIRKLEES RF FUNDS HAL(2) (NAQNO)		APR 2014	MAR 2021	Approval Requested	169				169
97453, EMPTY PROPERTY LOANS (NAQNO)		APR 2019	MAR 2021	Approval Requested	219				219
97321, PROGRAMME MANAGEMENT COSTS GF (NAQNO)		JAN 2008	MAR 2021	Approval Requested	2,710				2,710
97338, PROGRAMME MANAGEMENT COSTS RTB (NAQNO)		JAN 2008	MAR 2025	Approval Requested	416	416	416	832	2,080
97348, HRA PROGRAMME MANAGEMENT (NAQNO)		JAN 2008	MAR 2024	Approval Requested	250	250	250	500	1,250
97127, OBSOLETE HEATING (NAQNO)		APR 2010	MAR 2024	Approval Requested	1,847	1,615	1,662	578	5,702
97131, ASBESTOS SURVEYS (NAQNO)		APR 2010	MAR 2024	Approved - Active	180	180			360
97147, ADAPTATIONS (NAQNO)		APR 2010	MAR 2024	Approval Requested	2,500	2,550	2,550	5,100	12,700
97148, S H MGMT FEES COMMISSIONED (NAQNO)		APR 2011	MAR 2024	Approval Requested	2,505	2,530	2,555	5,213	12,804
97264, H & S ELECTRICAL REWIRES (NAQNO)		APR 2010	MAR 2024	Approval Requested	45	45	45		135
97269, EMERGENCY DEMOLITIONS (NAQNO)		JAN 2008	MAR 2024	Approval Requested	40	40	40		120
97404, HEATING BREAKDOWNS (Q0069)		APR 2012	MAR 2024	Approval Requested	600	600	600		1,800
97463, SUNDRIES - 250 BARNESLEY ROAD (NAQNO)		MAR 2019	MAR 2021	Approval Requested	252				252
97464, ROOFING REPLACEMENTS PROG (NAQNO)		MAY 2019	MAR 2025	Approval Requested	4,940	7,000	8,848	17,696	38,484
97466, CAPITALISED REPAIRS (NAQNO)		AUG 2019	MAR 2021	Approved - Active	500				500
97471, EWI NON-TRADITIONAL1 (NAQNO)		JAN 2018	MAR 2021	Approved - Active	159				159
97968, LIFT REPLACEMENTS (NAQNO)		APR 2011	MAR 2024	Approval Requested		450	450		900
98002, ELECTRICAL STRATEGY (NAQNO)		AUG 2016	MAR 2021	Approved - Active	6,000				6,000
00140653Q0079 HEATING, ENERGY EFFIC & CARBON RED		APR 2014	MAR 2024	Approval Requested	4,805	5,100	5,100	14,145	29,150

00140653Q0080 ENVELOPING & EXTERNAL WORK	APR 2014	MAR 2024	Approval Requested	1,800	3,837	3,837	7,673	17,146
00140653Q0083 WASTE MGT & ESTATE ENVIRONMENTALS	APR 2014	MAR 2024	Approval Requested	1,000	4,250	4,250	8,500	18,000
00140653Q0084 H & S ESSENTIAL WORK	APR 2015	MAR 2024	Approval Requested	6,721	11,815	11,968	24,956	55,460
00140653Q0085 COMMUNAL AREAS INVESTMENT	APR 2014	MAR 2024	Approval Requested	2,500	4,500	4,500	9,000	20,500
00140653Q0086 INTERNAL WORKS	APR 2014	MAR 2024	Approval Requested	1,000	3,150	3,150	6,300	13,600
00140653Q0089 OTHER ESSENTIAL WORK	APR 2014	MAR 2024	Approval Requested	291	1,250	1,250	2,500	5,291
00140653Q0090 GARAGES & OUTHOUSES	JAN 2008	MAR 2023	Approved - Active		230	229		459
Total				44,109	56,796	57,718	113,530	272,153

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LOVE WHERE YOU LIVE

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2019-2020	2020-2021	2021-2022	2022-2025	Total
94090, CITY CENTRE SAFETY (NAQNO)	DEC 2018	JUN 2021	Approval Requested	1,371				1,371
94122, NEW CREMATORS CITY ROAD (NAQNO)	SEP 2019	MAR 2021	Approved - Active	2,427				2,427
94531, GENERAL CEMETERY HLF PH2 (NAQNO)	JAN 2008	MAR 2024	Approved - Active	377	1,995	1,153	279	3,804
94119, MSF FINANCE (NAQNO)	FEB 2017	MAR 2023	Approval Requested	14,641	15,570	16,559	17,608	64,378
94544, GREEN ESTATE CAPITAL GRANT (NAQNO)	NOV 2019	MAR 2021	Approved - Active	330				330
94545, UPPERTHORPE HL CENTRE (NAQNO)	APR 2019	MAR 2021	Approved - Active	88				88
Total				19,234	17,565	17,711	17,887	72,398

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GREEN & OPEN SPACES

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2020-2021	2021-2022	2022-2023	2023-25	Total
94528, SHIREBROOK VISITOR CENTRE (NAQNO)	APR 2018	MAR 2021	Approved - Active	51				51
94529, SHEFFIELD LAKELAND LANDSCAPE (NAQNO)	JAN 2008	MAR 2022	Approved - Active	51	0			51
94541, MATTHEWS LA. CRICKET PAVILION (NAQNO)	APR 2019	MAR 2021	Approved - Active	389				389
00120461Q0093 GREEN AND OPEN SPACES S106 STRATEGY	APR 2016	MAR 2021	Approved - Active	455	213			668
Total				945	214	-	-	1,159

PEOPLE CAPITAL & GROWTH

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2020-2021	2021-2022	2022-2023	2023-25	Total
90761, DON VALLEY SCHOOL (Q0061)	JAN 2014	MAR 2022	Approval Requested	34	245			278
90797, MERCIA SCHOOL (Q0061)	AUG 2015	APR 2022	Approved - Active	52	9	6		67
90889, PEOPLE - BEIGHTON STRUCT WORKS (NAQNO)	MAR 2018	MAR 2021	Approval Requested	32				32
90894, ASTREA - SPORTS PITCH (NAQNO)	JAN 2019	MAR 2021	Approved - Active	3				3
90896, PIPWORTH PMY STRUCTURAL WORKS (NAQNO)	APR 2018	MAR 2021	Approval Requested	21				21
90916, RIVELIN PMY SCHOOL ROOF (NAQNO)	JAN 2009	MAR 2021	Approval Requested	74				74
90919, SHOOTERS GROVE - ELECTRICAL (NAQNO)	OCT 2019	MAR 2021	Approved - Active	642				642
95601, DOBCROFT INF MOBILE REPLACE (NAQNO)	JAN 2009	MAR 2021	Approval Requested	63				63
90906, ALDINE HSE- 2 BED EXTN & MUGA (NAQNO)	JAN 2008	MAR 2021	Approval Requested	2,282				2,282
97333, MINOR WORK GRANTS (NAQNO)	JAN 2008	MAR 2023	Approved - Active	150	150	150		450
97334, DISABLED GRANTS (NAQNO)	JAN 2008	MAR 2023	Approved - Active	2,000	2,000	2,000		6,000
Total				5,351	2,404	2,156	-	9,911

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HEART OF THE CITY II

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2020-2021	2021-2022	2022-2023	2023-25	Total
00100000Q0097 SRQ 2	JAN 2008	JAN 2009	Approved - Active	11,106	21,960	22,265	6,708	62,039
94050, SHEFFIELD RETAIL QUARTER 2 (NAQNO)	OCT 2013	MAR 2022	Approved - Active	842	1,740			2,582
94055, SRQ - STRATEGIC DEV PARTNER (Q0078)	JAN 2008	MAR 2022	Approved - Active	761	517			1,278
94057, A PALATINE CHAMBERS BLOCK (NAQNO)	APR 2018	MAR 2022	Approved - Active	2,000				2,000
94058, B LAYCOCK HOUSE NEW BUILD (NAQNO)	APR 2018	MAR 2022	Approved - Active	10,922	1,579			12,501
94060, C PEPPER POT BUILDING (NAQNO)	APR 2018	MAR 2022	Approved - Active	12,802	1,253			14,055
94061, E TELE.HSE RETAIL & CAR PARK (NAQNO)	JAN 2008	SEP 2020	Approved - Active	2,050				2,050
94063, G WELLINGTON ST CAR PARK (NAQNO)	SEP 2018	DEC 2024	Approved - Active	2,981	1,830			4,811
94064, G1 38 CARVER STREET (NAQNO)	APR 2018	MAR 2022	Approved - Active	1,454	1	0		1,455
94065, H HENRYS BLOCK (NAQNO)	APR 2018	MAR 2024	Approved - Active	544				544
94066, H1 LEAHS YARD (NAQNO)	APR 2018	MAR 2021	Approved - Active	3,638				3,638
94067, HOC II INFRASTRUCTURE & PR (NAQNO)	APR 2018	MAR 2022	Approved - Active	3,930	1,431			5,361
Total				53,030	30,311	22,265	6,708	112,314

ESSENTIAL COMPLIANCE & MAINT

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2020-2021	2021-2022	2022-2023	2023-25	Total
90084, FRA RED TAPE STUDIOS (NAQNO)	JAN 2008	MAR 2021	Approved - Active	492				492
90187, NORTON NURSERY FRA AND REDEV'T (Q0073)	JAN 2008	MAR 2021	Approval Requested	6				6
90188, BOLEHILL REINSTATEMENT (Q0073)	APR 2017	MAR 2021	Approved - Active	205				205
93487, CBER-CONDITION SURVEYS 17-19 (NAQNO)	JUL 2017	MAR 2021	Approval Requested	394				394
93531, DAMS & WATERCOURSES PHASE 5 (NAQNO)	NOV 2018	MAR 2021	Approved - Active	59				59
95621, MANOR LANE FLAT ROOF (NAQNO)	OCT 2019	JUN 2021	Approved - Active	32				32
95623, GRAVES PARK FARM WELFARE (NAQNO)	JAN 2008	MAR 2021	Approved - Active	242				242
Total				1,431	-	-	-	1,431

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Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2020-2021	2021-2022	2022-2023	2023-25	Total
96000, SUPERFAST SY PHASE 2 (NAQNO)	APR 2019	MAR 2022	Approved - Active	1,447				1,447
Total				1,447	-	-	-	1,447

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