

Co-operative Executive

Wednesday 20 October 2021 at 2.00 pm

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

The Press and Public are Welcome to Attend

Membership

Councillor Terry Fox	(Leader of the Council)
Councillor Julie Grocutt	(Deputy Leader and Executive Member for Community Engagement and Governance)
Councillor Mazher Iqbal	(Executive Member for City Futures: Development, Culture and Regeneration)
Councillor Jayne Dunn	(Executive Member for Education, Children and Families)
Councillor Cate McDonald	(Executive Member for Finance and Resources)
Councillor George Lindars-Hammond	(Executive Member for Health and Social Care)
Councillor Paul Wood	(Executive Member for Housing, Roads and Waste Management)
Councillor Douglas Johnson	(Executive Member for Climate Change, Environment and Transport)
Councillor Paul Turpin	(Executive Member for Inclusive Economy, Jobs and Skills)
Councillor Alison Teal	(Executive Member for Sustainable Neighbourhoods, Wellbeing, Parks and Leisure)

PUBLIC ACCESS TO THE MEETING

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

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda. Members of the public have the right to ask questions or submit petitions to Co-operative Executive meetings and recording is allowed under the direction of the Chair. Please see the [website](#) or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Co-operative Executive meetings are normally open to the public but sometimes the Co-operative Executive may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. Please see the Council's website for details of how to access the remote meeting.

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

PLEASE NOTE: Meetings of the Co-operative Executive have to be held as physical meetings. If you would like to attend the meeting, you must register to attend by emailing committee@sheffield.gov.uk at least 2 clear days in advance of the date of the meeting. This is necessary to facilitate the management of attendance at the meeting to maintain social distancing. In order to ensure safe access and to protect all attendees, you will be required to wear a face covering (unless you have an exemption) at all times when moving about within the venue.

It is also recommended that you undertake a Covid-19 Rapid Lateral Flow Test within two days of the meeting. You can order tests online to be delivered to your home address, or you can collect tests from a local pharmacy. Further details of these tests and how to obtain them can be accessed here - Order coronavirus (COVID-19) rapid lateral flow tests - GOV.UK (www.gov.uk). We are unable to guarantee entrance to observers, as priority will be given to registered speakers. Alternatively, you can observe the meeting remotely by clicking on the 'view the webcast' link provided on the meeting page of the website.

If you require any further information please contact Abby Brownsword on 0114 273 5033 or email abby.brownsword@sheffield.gov.uk.

**CO-OPERATIVE EXECUTIVE AGENDA
20 OCTOBER 2021**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest** (Pages 5 - 8)
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting** (Pages 9 - 22)
To approve the minutes of the meeting of the Co-operative Executive held on 22nd September 2021.
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. Items Called-In For Scrutiny**
The Director of Legal and Governance will inform the Cabinet of any items called in for scrutiny since the last meeting of the Cabinet
- 8. Car Lease Salary Sacrifice Scheme** (Pages 23 - 32)
Report of the Executive Director, Resources.
- 9. Sheffield Local Development Scheme and Sheffield (Local) Plan Spatial Options** (Pages 33 - 50)
Report of the Interim Executive Director, Place.
- 10. Sheffield Land and Property Plan** (Pages 51 - 72)
Report of the Interim Executive Director, Place.
- 11. Procurement for the Care and Support services at the new Buchanan Green Retirement Living Scheme due to open Spring 2022.** (Pages 73 - 82)
Report of the Executive Director, People Services.
- 12. Medium Term Financial Analysis (MTFA) 2022/23 to 2025/26** (Pages 83 - 102)
Report of the Executive Director, Resources.

- 13. Month 5 Capital Approvals 2021/22**
Report of the Executive Director, Resources.

(Pages 103 -
132)

**NOTE: The next meeting of Co-operative Executive will
be held on Wednesday 17 November 2021 at 2.00 pm**

ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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

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

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

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

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

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

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

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

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
 - the landlord is your council or authority; and
 - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
 - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
 - (b) either -
 - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

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

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

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

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

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

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email gillian.duckworth@sheffield.gov.uk.

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SHEFFIELD CITY COUNCIL

Co-operative Executive

Meeting held 22 September 2021

PRESENT: Councillors Jayne Dunn (Chair), Cate McDonald, George Lindars-Hammond, Paul Wood, Douglas Johnson, Paul Turpin and Alison Teal

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1. ELECTION OF CHAIR FOR THE MEETING

1.1 Councillor Jayne Dunn was nominated to be elected Chair for the meeting.

1.2 **RESOLVED:** That Councillor Jayne Dunn be elected Chair for the meeting.

2. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillors Terry Fox, Julie Grocutt and Mazher Iqbal. An apology was also received from Kate Josephs, Chief Executive.

3. EXCLUSION OF PUBLIC AND PRESS

3.1 It was reported that the appendix to the following report was not available to the public and press because it contained exempt information described in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), relating to the financial or business affairs of any particular person. Accordingly, if the content of the appendix was to be discussed, the public and press would be excluded from the meeting:-

<u>Item No.</u>	<u>Title</u>	<u>Excluded Appendix</u>
15	The City of Sheffield (1, 3 & 5 Mount Pleasant) Compulsory Purchase Order 2021	Appendix 4

4. DECLARATIONS OF INTEREST

4.1 There were no declarations of interest made at the meeting.

5. MINUTES OF PREVIOUS MEETING

5.1 The minutes of meetings of the Co-Operative Executive held on 21st July 2021 were approved as a correct record.

6. PUBLIC QUESTIONS AND PETITIONS

- 6.1 Nigel Slack asked the following questions: 'It was interesting to see the name Mount Pleasant featuring on today's agenda. I fondly hoped there would be some positive news about the purchase of Mount Pleasant House, in Sharrow. Sadly not, this was concerning a Compulsory Purchase Order in Chapeltown.

Interestingly the Mount Pleasant in Sharrow has been empty longer than the in Chapeltown and yet we see no apparent progress.

What is the state of repair of Mount Pleasant House in Sharrow? (I note windows still boarded up after three years)

When do SCC expect to sign contracts for the sale, if at all?

Is it time that Council admitted the failure of this sale and return to the discussions with the Community Enterprise 'Avenues to Zero' to finally save this listed building from dereliction?'

- 6.2 Councillor Cate McDonald responded to this question. She stated that contracts were signed in June, and that the property had been handed over to its new owners. She said that the owner had drawn up plans for repairs and that the property would reopen in the near future once these repairs had been carried out.

7. ITEMS CALLED-IN FOR SCRUTINY

- 7.1 It was noted that there had been no items called-in for scrutiny since the last meeting of the Co-Operative Executive.

8. FOOD POVERTY - SCRUTINY REPORT AND RECOMMENDATIONS

- 8.1 The Policy and Information Officer presented the report which was originally designed to be an interim report and that scrutiny policy work on food policy would continue during 2021/22 and should have been presented to the April meeting of Cabinet which had been cancelled. However, due to changes to the committee structures following the elections in May 2021, the scrutiny work is no longer ongoing. Members felt that it was important to present the report to Co-operative Executive to inform future work around poverty.

- 8.2 The first phase of the scrutiny work had focussed on city-wide, strategic issues and the working group spoke to a wide range of people including Sheffield City Council officers, VCF organisations, food projects and academics. A public 'Call for Evidence' also took place and invited people to share their experience of food poverty.

- 8.3 Councillors Cate McDonald and Douglas Johnson had been involved in the cross party working group and Councillor McDonald thanked the members of the working group and officers and all those who had made contributions.

- 8.4 Councillor Johnson thanked the Policy and Information Officer for the report and

said that there was more to do in respect of poverty as a whole.

8.5 RESOLVED: That Co-operative Executive

1. Thank the Overview and Scrutiny Management Committee for its work in relation to Food Poverty in Sheffield;
2. Consider and note the Scrutiny Food Poverty Working Group Report that is attached as Appendix 1 to this report;
3. Agree that a Co-operative Executive response to the recommendations in the report be provided to a future meeting of the Overview and Scrutiny Management Committee; and
4. Add Food Poverty to the discussions at the forthcoming summit on poverty.

8.6 Reasons for Decision

8.6.1 The Overview and Scrutiny Management Committee asks the Co-operative Executive to consider and respond to the recommendations of the Overview and Scrutiny Management Committee, with the aim of improving the Council's response to food poverty.

8.7 Alternatives Considered and Rejected

8.7.1 The working group heard and discussed many issues during the course of this work, and identified areas for consideration in future policy development work on food poverty (see section 3.5 of the report).

9. RETIREMENT OF STAFF

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

RESOLVED: That this Cabinet :-

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

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
<u>Place</u>		
Christine Allender	Passenger Assistant, Transport Services	22
Eric Bartholomew	Driver, Transport Services	22
Christopher Lake	Asset Management and Programme works Operations	37

	and Development Manager	
Katherine Long	Administrative Officer	41
Steven Pigott	Plasterer, Repairs and Maintenance Service	46

People Services

Melanie Ainsworth	Care Manager, Adult Services	38
Lynn Hadfield	Business Support Officer	24
Gail Hattersley	Senior Practitioner	23
Donna Looker	Care Manager	34
Andy McKie	Principal Engineer Major Projects	32
Glyn Marshall	Senior Housing Officer	36
Toni Sellars	Library and Information Assistant	33

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

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

10. HOME CARE AND SUPPORTED LIVING FRAMEWORK CONTRACT EXTENSION

10.1 The report requested an extension of 18 months to the current Home Care and Supported Living Framework contract, which was due to expire October 3rd 2021.

The report highlighted the importance of ensuring continuity of care that meets the needs of people in the city by extending the current framework while the future model of home support is developed ready for implementation.

In addition, it highlighted the changes required to deliver long term, quality and sustainable care markets that deliver on our ambitions for people in Sheffield and how the extension will enable these to be incorporated into the future model.

10.2 **RESOLVED:** That Co-operative Executive:-

1. Approve the proposed 18-month extension to the current Home Care and Supported Living framework as outlined in the report; and

2. Approve contract extensions being issued to all current framework providers on the Home Care and Supported Living framework for the 18-month extension.

10.3 **Reasons for Decision**

10.3.1 The current framework contract for Home Support and Supported Living is due to expire October 2021, and there is insufficient time to re-tender for services before this date. The extension to the current framework has been subject to detailed consideration over the last 12 months, in respect of alternative approaches, such as a light touch re-procurement, referred to in section 5. This, coupled with the consequential impact of the pandemic upon our internal resources, has had an impact on the timeline for a final decision.

We have previously communicated an informal notice of intent to extend the contract to the providers, clearly stating that this would be subject to final approval.

10.3.2 Should the framework contract expire without re-tender or extension, then we will be unable to contract any further council arranged services for Home Care or Supported Living.

10.3.3 Services until a re-tender could only be arranged via a Direct Payment, which puts unnecessary pressure upon the person in receipt of care to arrange, finance and manage their own care if this is not what they wish to do, or Direct Awards, which are generally far more expensive than what we currently contract for care, whilst still providing the time and task model of support. Transferring to a Direct Payment from a Council Arranged Service would also impact on Assessment and Care Management to carry out reviews and Mental Capacity Assessments.

10.3.4 As we will not have a contracted rate for care, any services procured will be purchased using each provider's own hourly rate, which will not only be more expensive, but will be inequal across the city, with people paying different prices for care dependent upon where they live and which providers have capacity to support them.

10.3.5 Additionally, any terms and conditions that we currently contract against, such as quality expectations, timescales for procurement, and quality monitoring, would no longer be enforceable, and would negatively impact upon The Council's ability to ensure that the services procured for Sheffield residents are appropriate and meeting their needs.

10.3.6 This extension will ensure:

- the Council continues to meet its Statutory duties under the Care Act 2014;
- there are no adverse effects to residents currently in receipt of home care and supported living services, in terms of the continuity of their care services;
- there is no adverse effect to both the Council and Sheffield residents currently in receipt of home care and supported living services, in terms of the cost of their care services;

- sufficient time is granted to develop, test and implement new, sustainable and ambitious models of care.

10.4 Alternatives Considered and Rejected

10.4.1 A light touch retender was considered instead of an extension; however, this was not supported by Legal or Commercial Services as it was seen as being non-compliant with the Public Contracts Regulations 2015, given the size of the market and cost.

10.5 Any Interest Declared or Dispensation Granted

None

10.6 Reason for Exemption if Public/Press Excluded During Consideration

None

10.7 Respective Director Responsible for Implementation

Executive Director, People Services

10.8 Relevant Scrutiny and Policy Development Committee If Decision Called In

Healthier Communities and Adult Social Care Scrutiny and Policy Development Committee

11. EXTRA CARE CONTRACT EXTENSION

11.1 The report requested an extension of 12 months to the current care and support contracts for the four, council-contracted Extra care Housing Schemes – Guildford Grange, The Meadows, Roman Ridge and White Willows, which was due to expire on the 1st October 2021.

The report highlighted the importance of ensuring continuity of care that meets the needs of people in the city by extending the current contracts while the future services are developed, procured and made ready for implementation.

It also highlighted how the extension is needed to ensure the design of the extra care model of support and accommodation contributes longer term to a diverse, quality and sustainable care market that delivers on our ambitions for people in Sheffield.

11.2 **RESOLVED:** That Co-operative Executive:-

1. Approve the proposed 12-month extension to the current Extra care contracts as outlined in the report; and
2. Approve the issue of 12 month contract extensions to the current care

provider for all four Extra care Schemes.

11.3 Reasons for Decision

11.3.1 The current four contracts for extra care are due to expire October 2021, and there is insufficient time to re-tender for services before this date. The extension to the current framework has been subject to detailed consideration over the last 12 months. This, coupled with the impact of the pandemic upon our internal resources, has had an impact on the timeline for a final decision.

We have previously communicated an informal notice of intent to extend the contracts with the provider, clearly stating that this would be subject to final approval.

11.3.2 If the contract expires without being re-tendered or extended, we will be placed in a position where we are unable to contract for any further services across the 4 extra care sites, leaving the potential for no planned or unplanned care provision for the 201 tenants.

11.3.3 The withdrawal of this service by the onsite provider would significantly affect 118 tenants in receipt of planned care and support but would also have an additional effect on the capacity of the home care market where the alternative provision will need to be sourced, during an unprecedented period of demand on this sector and workforce.

11.3.4 Extra care housing enables older people to continue to live independently with the security of care and support services on site 24 hours per day. Following expiry of the contracts and until the re-tender process has been completed the onsite care and support presence, which is a key concept of Extra care, would no longer be available thereby undermining the principles of the provision.

11.3.5 In the event of the loss of the dedicated onsite extra care provider, planned care services would need to be procured from the Home Care Framework, or via a Direct Payment or Direct Award. These options will be generally more expensive, impacting on both the tenant and Sheffield City Council at a time of financial pressures.

11.3.6 The additional time sought through this request for an extension will also allow for the procurement of the care and support services at Buchanan Green Independent Living scheme which opens Spring 2022.

11.4 Alternatives Considered and Rejected

11.4.1 No further options were judged to be feasible at this time.

11.5 Any Interest Declared or Dispensation Granted

None

11.6 Reason for Exemption if Public/Press Excluded During Consideration

None

11.7 Respective Director Responsible for Implementation

Executive Director, People Services

11.8 Relevant Scrutiny and Policy Development Committee If Decision Called In

Healthier Communities and Adult Social Care

12. REDUCTION IN USE OF GLYPHOSATE PESTICIDE ON LAND MANAGED BY SHEFFIELD CITY COUNCIL

12.1 Approval was sought for the Co-operative Executive to review the use of glyphosate on land managed by Sheffield City Council and make reductions in its use in a managed and targeted way.

12.2 **RESOLVED:** That Co-operative Executive:-

1. Agree to review and reduce the use of Glyphosate on land managed by Sheffield City Council in a managed and targeted way;
2. Agree that Parks and Countryside cease using Glyphosate in the new season (April 2022) and assess the impact of these changes (using this work to help guide further changes across the city);
3. Agree that two cemeteries (Norton and Beighton) undertake Glyphosate free trials for 2022;
4. Agree that two Glyphosate free trials are undertaken on Housing land. Further detail on these trial areas will follow, as will full consultation and communication with Ward Councillors and residents;
5. Agree that a Glyphosate free trial take place on land managed within the Streets Ahead contract in Brincliffe – exact details to be discussed and agreed;
6. Agree that communication work be undertaken across the city highlighting the importance of these changes, why they are needed and how residents can participate;
7. Agree that consultation work be planned and carried out as the impacts of the changes become known to allow residents to share their views; and
8. Agree that a further report detailing the outcomes of these trials be brought to a future Cooperative Executive meeting for consideration.

12.3 **Reasons for Decision**

12.3.1 Approval of the recommendations will allow:

- An immediate reduction in the use of glyphosate on Sheffield City Council land
- Trials in the reduction of use of glyphosate to assess the implications for Bereavement, Housing and Highways land
- The opportunity to work with residents in the city to promote the need for this action and the part everyone can play in responding to the Nature Emergency

This will achieve an important step in the city's response to the declared Nature Emergency.

12.4 **Alternatives Considered and Rejected**

12.4.1 The option to 'do nothing' was considered and discounted considering both the declaration of a Nature Emergency and the support received for the petition against the use of glyphosate.

12.4.2 The option to cease use of glyphosate on all land immediately was considered and discounted due to both the unknown financial implications and the necessity to ensure that our land can continue to be maintained to safe standards ensuring continued access for residents in the city.

12.5 **Any Interest Declared or Dispensation Granted**

None

12.6 **Reason for Exemption if Public/Press Excluded During Consideration**

None

12.7 **Respective Director Responsible for Implementation**

Interim Executive Director, Place

12.8 **Relevant Scrutiny and Policy Development Committee If Decision Called In**

Overview and Scrutiny Management Committee

13. **REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2021-22 - QUARTER 1**

13.1 The report provided the outturn monitoring statement on the City Council's Revenue and Capital Budget Outturn as at the end of Month 3, 2021/22

13.2 **RESOLVED:** That Co-operative Executive:-

- 1) Note the updated information and management actions provided by this report on the 2021/22 Revenue Budget Outturn;
- 2) Approve the recommendation to provide an additional £4.38m of revenue funding for the Place Systems Review project as detailed in Appendix 1 of the report;
- 3) Note the Collection Fund Account Monitoring Report as at 30th June 2021, attached at Appendix 2 of the report; and
- 4) In relation to the Capital Programme, note the forecast Outturn position described in Appendix 3 of the report.

13.3 Reasons for Decision

13.3.1 To record formally changes to the Revenue Budget and the Capital Programme.

13.4 Alternatives Considered and Rejected

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

13.5 Any Interest Declared or Dispensation Granted

None

13.6 Reason for Exemption if Public/Press Excluded During Consideration

None

13.7 Respective Director Responsible for Implementation

Executive Director, Resources

13.8 Relevant Scrutiny and Policy Development Committee If Decision Called In

Overview and Scrutiny Management Committee

14. MONTH 4 CAPITAL APPROVALS 2021/22

14.1 The report provided details of proposed changes to the Capital Programme as brought forward in Month 4 2021/22.

14.2 **RESOLVED:** That Co-operative Executive:-

- 1) Approve the proposed additions and variations to the Capital Programme listed in Appendix 1, including the procurement strategies and delegate authority to the Director of Finance and Commercial Services or nominated Officer, as appropriate, to award the necessary contracts; and
- 2) Approve the acceptance of grants as detailed in Appendix 2 of the report.

14.3 Reasons for Decision

- 14.3.1 The proposed changes to the Capital programme will improve the services to the people of Sheffield.
- 14.3.2 To formally record changes to the Capital Programme and gain Member approval for changes in line with Financial Regulations and to reset the capital programme in line with latest information.
- 14.3.3 Obtain the relevant delegations to allow projects to proceed.

14.4 Alternatives Considered and Rejected

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

14.5 Any Interest Declared or Dispensation Granted

None

14.6 Reason for Exemption if Public/Press Excluded During Consideration

None

14.7 Respective Director Responsible for Implementation

Executive Director, Resources

14.8 Relevant Scrutiny and Policy Development Committee If Decision Called In

Overview and Scrutiny Management Committee

15. THE CITY OF SHEFFIELD (1, 3 & 5 MOUNT PLEASANT) COMPULSORY PURCHASE ORDER 2021

- 15.1 To seek authority to make a Compulsory Purchase Order in respect of 1, 3 & 5 Mount Pleasant, Sheffield, S35 2WD to allow these dwellings to be renovated and occupied. There is demand for this type of property within the area. The dwellings

are empty and have a particularly detrimental effect on the neighbourhood in this area. Compulsory Purchase is the most appropriate course of action.

15.2 **RESOLVED:** That Co-operative Executive:-

- 1) That authority be given to the Council to make a Compulsory Purchase Order ("CPO") under the powers conferred by Section 17 Housing Act 1985 to acquire all land interests in respect of the land coloured pink as shown on the Order Map, attached at Appendix 3 of the report, with title 'The City of Sheffield (1, 3 & 5 Mount Pleasant) Compulsory Purchase Order 2021' (the "Order Land");
- 2) That the Director of Legal & Governance be authorised to make the CPO for the Order Land, to take all necessary procedural steps prior to and after the making of the CPO, to enable the CPO to be submitted to the Secretary of State for confirmation including:
 - a) Finalising the attached draft Statement of Reasons, at Appendix 1 of the report;
 - b) Serving notices of the making of the CPO on all persons entitled to such notice and placing all necessary notices in the press and on/around the Order Land;
 - c) To submit the CPO to the Secretary of State for confirmation as soon as possible following making of the CPO; and
 - d) To self-confirm the CPO if authorised to do by the Secretary of State.
- 3) That the Director of Legal & Governance be authorised to sign and serve any notices or documents necessary to give effect to these recommendations and to take all the other actions necessary to give effect to these recommendations;
- 4) As soon as the CPO is confirmed by the Secretary of State or self - confirmed where authorised by the Secretary of State, the Director of Legal & Governance be authorised to advertise the confirmation of the CPO and serve all necessary notices of the confirmation and once the CPO becomes operative, the Director of Legal & Governance in consultation with the Executive Director of Resources be authorised to execute General Vesting Declarations under the Compulsory Purchase (Vesting Declarations) Act 1981, at the earliest opportunity and to thereafter serve all necessary documents and notices of the vesting of the Order Land in the Council;
- 5) That the Executive Director Place, in consultation with the Director of Legal & Governance and the Executive Director of Resources be authorised to manage the compulsory purchase process in accordance with all statutory requirements and to otherwise promote or supporting the promotion of confirmation of the CPO including the preparation of and giving of evidence at any public inquiry;
- 6) That the Chief Property Officer be authorised to agree terms for the acquisition of Order Land and to instruct the Director of Legal and

Governance to complete the necessary documents; and

- 7) That upon the completion of the acquisition of Order Land, the Chief Property Officer be authorised to negotiate the disposal of the land and to instruct the Director of Legal and Governance to complete all the necessary legal documents for the completion of the disposal.

15.3 Reasons for Decision

- 15.3.1 The Dwellings have been vacant since at least 2010 and are in a poor state of repair, attracting anti-social behaviour and are having a negative impact on the local community. There is a demand for these types of dwellings within Sheffield and the Council has, with limited success, attempted to engage with the Property owner, in an effort to get the Dwellings back into occupation, including an offer to purchase them by agreement. In addition, particularly in respect of recent enforcement action taken by the Council, the owner has failed to take reasonable steps to make the Dwellings safe. In those circumstances, as an option of last resort, the Council considers, to ensure the Dwellings are put back into occupation, that it is appropriate to seek a CPO in respect of the Property.

15.4 Alternatives Considered and Rejected

15.4.1 Demolition

The Dwellings are in a state of disrepair empowering the Council to take various steps to remedy the problem, including renovation and demolition. Demolition will not result in the provision of housing as it is believed that it is unlikely the owner would rebuild should this option be taken.

15.4.2 Renovation

An officer from the Council's Private Housing Standards team first visited the Properties in February 2010 and found them to be vacant. From this date, the Council has not observed or received any information, that the properties have been occupied. The owner has taken inadequate steps to prevent their deterioration despite the Council writing on several occasions to the owner to express their concern over the condition of the properties and asking for the owner to explain his intentions for renovation and bringing the properties back into occupation. In addition, the Council has served Improvement Notices in respect of category 1 hazards observed that do not appear to have been complied with. It is therefore unlikely, should the Council do works in default, that this would result in the improvements to the Properties being sustained. In those circumstances this option would be a poor use of limited resources and unlikely to achieve its purpose.

15.4.3 Empty Dwelling Management Orders

These orders enable the Council to effectively step into the shoes of the owner and manage the property. However, prior to occupation, the Council would have to refurbish the property. Given the poor condition of the property, the cost of

bringing it up to a habitable condition is likely to be significant. Furthermore, it is doubtful that the rental income would cover the costs within the timescale of the EDMO, which is seven years. Therefore, it is highly likely that the Council would be unable to recover the significant costs of refurbishment, making this option inappropriate.

15.4.4 Purchase by Agreement

The Council have actively pursued this option which would have enabled it to sell the Property at auction, so that the Dwellings could be renovated and reoccupied. The Council has written to the owner on a number of occasions offering to purchase the Property by agreement. No response was received by the Council to these offers. If the owner was willing to engage, this is an option the Council would wish to pursue.

15.4.5 Compulsory Purchase

All attempts at working with the owner have failed, as detailed in the Statement of Reasons. Due to the owner's failure to take proper action, the Dwellings, for which there is a demand, have remained in a poor state of repair for a significant period and there is little prospect of them being brought back into occupation. Compulsorily purchasing the Property is currently the only feasible option to ensure the renovation and re-occupation of the Dwellings. For these reasons, this is the preferred option.

15.5 **Any Interest Declared or Dispensation Granted**

None

15.6 **Reason for Exemption if Public/Press Excluded During Consideration**

None

15.7 **Respective Director Responsible for Implementation**

Interim Executive Director, Place

15.8 **Relevant Scrutiny and Policy Development Committee If Decision Called In**

Overview and Scrutiny Management Committee



Author/Lead Officer of Report: Shaun Lee,
Payroll Service Manager

Tel: 07391 394935

Report of: Eugene Walker, Executive Director of Resources
Report to: Co-operative Executive
Date of Decision: 20th October 2021
Subject: Electric Vehicle Car Lease Salary Sacrifice Scheme

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input checked="" type="checkbox"/> Y	No <input type="checkbox"/>
- Expenditure and/or savings over £500,000	<input checked="" type="checkbox"/> Y	
- Affects 2 or more Wards	<input type="checkbox"/>	
Which Executive Member Portfolio does this relate to? <i>Finance and Resources</i>		
Which Scrutiny and Policy Development Committee does this relate to? <i>Economic and Environmental Wellbeing Scrutiny and Policy Development Committee</i>		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input checked="" type="checkbox"/> Y	No <input type="checkbox"/>
If YES, what EIA reference number has it been given? <i>EIAs not currently on Sharepoint therefore no number available</i>		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/> N
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below: -		
<i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>		

Purpose of Report:

The purpose of this report is to outline the proposal to introduce a car lease salary sacrifice scheme (electric vehicles) for Council Employees and to seek approval to enter into a contract with the supplier.

Recommendations:

It is recommended that the Co-operative Executive:

1. Approves the implementation of a Car Lease Salary Sacrifice Scheme (electric vehicles) to be made available to Sheffield City Council employees.
2. Approves the Council entering a Contract with a Supplier for the provision of the Scheme as outlined in this report.
3. Delegates authority to the Executive Director of Resources, in consultation with the Director of Finance and Commercial Services and the Director of Legal and Governance to:
 - a. agree the terms of the Scheme Policy.
 - b. take all other decisions necessary to meet the aims, objectives and outcomes of this report which are not already covered by existing delegations in the Leaders Scheme of Delegation.

Background Papers:

None

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>Kayleigh Inman</i>
		Legal: <i>Gemma Day</i>
		Equalities: <i>Michelle Hawley/Bev Law</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	EMT member who approved submission:	<i>Eugene Walker</i>
3	Executive Member consulted:	<i>Cllr Cate McDonald</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Shaun Lee</i>	Job Title: <i>Payroll Service Manager</i>
	Date: <i>14/09/21</i>	

1. INTRODUCTION

The scheme forms part of a range of measures including working from home and active travel to reduce number of car journeys for employees who are predominantly car users. The scheme will therefore support car users who drive to work to switch polluting cars to electric vehicles. The scheme will sit alongside other Council initiatives to support reduction in air pollutants such as the use of cycles and e-cycles. The scheme also adds to the employment benefit package supporting recruitment and retention.

2. PROPOSAL

The purpose of this report is to outline the proposal to introduce a salary sacrifice car leasing scheme for Council Employees and to seek approval to enter a contract with the supplier.

The scheme is essentially business contract hire, and as such the Council is responsible for any costs associated with the vehicle under its agreement with a car leasing company. However, these costs and responsibilities are passed on to the employee through the Salary Sacrifice agreement and Scheme Policy between the Council and the employee.

The employee agrees to a reduction in their Gross Salary in return for a non-cash benefit, in this case a company car and the associated services within the scheme. This mechanism in turn results in savings on tax, National Insurance and pension contributions on the gross salary being sacrificed.

The Car Benefit Scheme allows the Council to provide employees with a brand new fully maintained and insured car through flexible benefits at a lower cost than they could normally achieve in the retail market. The insurance is provided through the leasing company under a fleet policy. The employee can add additional drivers to the policy and the cost would be added to the amount the employee pays for the lease.

The employee will choose their vehicle using an on-line portal through the leasing company which will generate a formal agreement which the employee signs up to. This will also produce a contractual change document. This is because the agreement is a salary sacrifice arrangement where the employer will provide a vehicle (through the leasing company) in exchange for the employee reducing their salary by the value of the monthly lease.

As the vehicle is provided through a salary sacrifice arrangement, employees could save income tax, National Insurance, and pension contributions on the portion of sacrificed salary every month as well as benefiting from corporate buying power and Public Sector (CCS) discounts. Employees will reduce their pension contributions, and this

will impact on employee pension benefits on retirement. There are VAT and corporate finance rate advantages to the employee. As this is a benefit, employees will also pay Benefit in Kind tax on the vehicle.

The proposal offered by the preferred leasing company, Tusker, provides risk protection. There is an initial exclusion period of 3 months following the delivery of the car. After this period the scheme offers the following protection:

Redundancy/Retirement/TUPE Transfer – The employee returns the vehicle, and the commitment is finished.

Maternity/Paternity/Adoption/shared parental – The employee will continue to make leasing payments whilst they are receiving contractual pay. Once contractual payment ends the Council will continue to pay the leasing company the monthly leasing cost. However, following the employee returning to work (or resignation), the leasing company will reimburse these costs to the Council, subject to a maximum payment of £12,000. This Protection is provided “free” to all employees. There would be an equivalent administration charge built into the scheme to ensure the scheme remains cost neutral to the Council.

Long Term Sickness – Where an employee is on long term sickness and has insufficient pay to cover the cost of the monthly lease, the leasing company will allow credits for up to 6 months or £3,000.

Leavers/Retirements – If the employee leaves before the end of the leasing period there is an early termination charge. This is payable by the employee. This is the Council’s responsibility to pursue with the employee. However, if the employee fails to pay outstanding costs associated with the lease, the leasing company will reimburse these costs to the Council, provided it can demonstrate that it has sought to recover these costs from the employee.

If the employee leaves, they can also purchase the vehicle directly from the leasing company at a cost agreed between the employee and the leasing company.

The scheme is being proposed as part of the work HR is doing to support the Clean Air strategy. Only electric vehicles will be made available through the scheme, supporting employees to make better choices to reduce pollution in the city. This also meets Sheffield City Council’s aim to create a pathway to deliver the shared ambition for Net Zero by 2030.

Take-up under the scheme is difficult to assess because we are proposing to implement the scheme using electric only vehicles. Very few employers are offering the scheme, but information received from Leeds City Council suggests a relatively low take up initially. It is

expected that this will increase as the range of vehicles increases and the infrastructure improves. For the purpose of our proposed scheme an estimated 1% take-up over 3 years is being used.

The Council continues to develop its employee reward strategy to provide a range of benefits to staff. This is seen as playing a key role in the recruitment and retention of staff. The provision of a car leasing scheme under a salary sacrifice arrangement offers savings to staff compared to what they might purchase in the retail market.

The scheme will be managed within the Payroll team under direction of the Payroll Manager. Ultimate responsibility would be Mark Bennett as Director of HR and Customer Services.

There will be some administrative costs in administering the scheme mainly within the payroll team relating to assessment under minimum wage, set up and pay over for new leases, managing leavers invoicing. These costs are expected to be minimal as most of the administration of the scheme will be managed by the lease scheme provider.

Applications will be made by the employee directly with the scheme provider using an on-line portal. Under HMRC rules an employee cannot reduce their salary to below the national minimum wage. The Council HR Team will carry out this assessment as part of the approval process with the leasing company.

A procurement strategy is in place, subject to sign off. The framework we intend to use only has one provider.

The recommendation would be to direct award to a sole supplier through CPC Drive framework owned by North of England Commercial Procurement Collaborative (NOECPC). The requirement to undertake a further competition would result in a large cost to the Council in staff hours achieving minimal (if any) savings. On the other frameworks available CCS, YPO, and ESPO to access the Car Salary Sacrifice scheme we would need to enter into contract with a different company, who would then still use Tusker to deliver this benefit. Using the direct award route there will be no additional cost to the employee/employer, there is no difference in vehicle rates, and there is no difference in any additional benefits to the employee.

3. HOW DOES THIS DECISION CONTRIBUTE?

The provision of a car leasing scheme under a salary sacrifice arrangement offers savings to staff compared to what they might purchase in the retail market.

Because of the pandemic many people are choosing to use private vehicles rather than public transport. The provision of a scheme

promoting the purchase of electric vehicles supports the Council's clean air strategy and Net Zero target.

4. HAS THERE BEEN ANY CONSULTATION?

None

5. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

5.1 Equality of Opportunity Implications

There are no risks relating to equality of opportunity. All equality implications have been considered and detailed on the attached Equality Impact Assessment. All equality impacts are either neutral or positive.

5.2 Financial and Commercial Implications

The scheme is being offered via a salary sacrifice meaning the Council's liability for leasing payments are deducted from the salaries of employees who have applied for the scheme.

The provider offers risk protection if an employee retires, is made redundant or goes on maternity/paternity/adoption leave or long-term sickness. The risk protection begins three months after the start of an agreement so there is a small risk of liability for the Council during this period.

If the employee leaves before the end of the leasing period, there is an early termination charge. This is payable by the employee and is SCC's responsibility to pursue with the employee. If SCC can demonstrate that best efforts have been made to recover this charge, but payment has not been made by the employee, then the supplier will reimburse this charge.

There will be some costs for SCC in administering the scheme mainly within the payroll team. This will relate to assessments under minimum wage, set up and pay over for new leases and managing leavers invoicing. These costs are expected to be minimal as most of the administration of the scheme will be managed by the lease scheme provider.

The scheme will run for four years, and an employee will be able to take out a lease agreement at any point during that four year period. The lease can be taken out up to a maximum of four years which commercially has the following implications:

1, If an employee takes out a lease in the final month of the four years, then they will still be in the scheme up to 8 years on from contract letting and HR will need to still administer this contract. That being said

we would advise that new applications are capped to 6 months prior to the end of framework, to limit volume of last minute applications, especially if the expiry of the framework is close to either of the two times a year a new car registration number is generated.

2. If the framework the scheme operates under at the point of re-letting, subject to HR still requiring the scheme to be in operation, no longer operates, we would have to re-let under a different framework with potentially a different provider. This fact would mean that HR could be managing two different providers at that point, with two different sets of terms and conditions. **Please note** the framework that this scheme is being let under is administered by the NHS and has been in place since 2010 meaning that this it's 3rd iteration, so this scenario is unlikely, however it does need consideration.

5.3 Legal Implications

The Localism Act 2011 provides local authorities with a “general power of competence” which enables them to do anything that an individual can do as long as the proposed action is not specifically prohibited.

The proposed procurement outlined in this report has a potential value in excess of the threshold in accordance with the Public Contracts Regulations 2015, therefore the procurement and contract award processes to be followed will be subject to those Public Contracts Regulations.

The procurement process and contract award must also be undertaken in accordance with all relevant provisions of the Council's Constitution including its Contracts Standing Orders.

The Council and the supplier will enter into a Master Contract Hire Agreement upon successful award to the supplier and additional hire schedules are entered in to for each vehicle.

Officers involved in this contract and employees using this salary sacrifice scheme must be aware of the obligations and responsibilities within the agreement between the Council and the supplier to ensure that the Council is not put in breach of this agreement. The Council is responsible for payment and must indemnify the supplier in specific circumstances under the agreement. There are also terms within the agreement for a daily rental.

Both Parties must comply with the Data Protection Legislation.

5.4 Other Implications

None

6. **ALTERNATIVE OPTIONS CONSIDERED**

Alternative options that were considered as part of this scheme are detailed below.

6.1 ***Alternative Option 1 – ULEV Scheme – Vehicles under 75 g/km***

Advice from the Sustainability and Climate Change Service suggests that supporting the purchase of ULEV to include hybrid vehicles may help to achieve a reduction in specific vehicle emissions if this is replacing a diesel vehicle or one with higher emissions. However, it could increase the amount of carbon dioxide emissions and continues to produce higher carbon emissions if the new vehicle is not a replacement for an existing vehicle.

6.2 ***Alternative Option 2 - Green Scheme – Vehicles under 120 g/km***

Manufacturers are continually improving the efficiency of engines and reducing CO2 emissions. There are several hundred vehicles that will fall into this category offering a wide selection of vehicles. As a result, employees who are considering a new vehicle purchase could purchase a vehicle with lower emissions than their current vehicle. Employees who have purchased a car more recently e.g. in the last 3 or 4 years, may already have a vehicle with emissions lower than 120 g/km. Therefore, it is possible that offering vehicles within this category may not result in lower emissions. In any event, the scheme should exclude diesel vehicles to support a reduction in carbon emissions.

6.3 ***Alternative Option 3 - Do Nothing***

The scheme will support the Council's clean air agenda and should result in a positive impact resulting in a reduction in vehicle emissions in Sheffield.

7. REASONS FOR RECOMMENDATIONS

It is recommended that the Council approves the implementation of a Car Lease Salary Sacrifice Scheme (electric vehicles) to be made available to Sheffield City Council employees. This will help to meet the target of Net Zero by 2030.

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Author/Lead Officer of Report: Simon Vincent,
Local Plan Service Manager

Tel: x 35259

Report of: Executive Director of Place

Report to: Cooperative Executive

Date of Decision: 20 October 2021

Subject: Sheffield Local Development Scheme and Member engagement on Sheffield (Local) Plan Spatial Options

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
- Expenditure and/or savings over £500,000	<input type="checkbox"/>	
- Affects 2 or more Wards	<input type="checkbox"/>	
Which Cabinet Member Portfolio does this relate to? City Futures, Development, Culture and Regeneration		
Which Scrutiny and Policy Development Committee does this relate to? Overview and Scrutiny Management Committee		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
If YES, what EIA reference number has it been given? 650		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		

Purpose of Report:

To seek approval for a revised Local Development Scheme (LDS) (which sets out the development plan documents that SCC will prepare and consult on and the timetable for producing them) and to secure the bringing into effect of the LDS on 21 October 2021.

To set out the process for engaging with Members on the overall spatial options, with the aim of reaching agreement on a preferred approach by January 2022 (in advance of producing the Publication Draft Sheffield Plan; to be published for public consultation in October 2022).

To seek approval for the establishment of a new Sheffield Plan Member Working Group to provide an ongoing political steer for officers on the content of the Plan.

Recommendations:

It is recommended that the Cooperative Executive:

- approves the revised Local Development Scheme attached as an Appendix to this report; and
- resolves that it is to have effect from 21 October 2021; and
- agrees to the LDS being published on the Council’s website; and
- approves the process for cross-party engagement with Members on the overall spatial options; and
- approves the establishment of a new Sheffield Plan Member Working Group, with membership drawn from the Climate Change, Economy and Development Transitional Committee

Background Papers:

Sheffield Local Development Scheme (November 2019)
 Sheffield Statement of Community Involvement (July 2020)
 Draft Local Development Scheme (see Appendix)

Lead Officer to complete:-	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: Kerry Darlow
	Legal: Sheila Dillon Equalities: Annemarie Johnston
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	EMT member who approved submission: Michael Crofts
3	Cabinet Member consulted: Cllr Julie Grocutt
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.
	Lead Officer Name: Simon Vincent
	Job Title: Local Plan Service Manager
Date: 30 September 2021	

1. PROPOSAL

1.1 *Revised Local Development Scheme*

- 1.1.1 Section 19 of the Planning and Compulsory Purchase Act 2004 (the **2004 Act**) requires the local planning authority to identify the strategic priorities for the development and use of land in its area and set out policies to address those priorities in “development plan documents” (which are often collectively referred to as the “Local Plan”). Together, Section 19 of the 2004 Act and the National Planning Policy Framework¹ require that strategic policies set out an overall strategy for the pattern, scale and quality of development and make sufficient provision for housing, employment, retail, leisure and other commercial development, infrastructure, community facilities, and conservation and enhancement of the natural, built and historic environment, as well as including policies designed to secure contribution towards mitigation of and adaptation to climate change.
- 1.1.2 The Council’s current Local Plan comprises saved policies of the Unitary Development Plan dating back to 1998 and the Core Strategy dated 2009. Work is underway to begin the process of developing a new Local Plan. We will be calling Sheffield’s new local plan the “Sheffield Plan”².
- 1.1.3 Arising from this process, the local planning authority has a legal obligation to prepare and maintain a Local Development Scheme (“**LDS**”) pursuant to section 15 of the 2004 Act. The LDS outlines which local development plan documents are going to be prepared together with the subject matter and geographical area to which they relate, as well as the timetable for producing each document. This report seeks approval for a revised LDS which will be published on the Council’s website.
- 1.1.4 The most recent version of the LDS (published in November 2019) allowed for two public consultation periods and envisaged adoption of the Local Plan by September 2023. Since the publication of the previous LDS, there has been delay to the timetable. Consultation on the Sheffield Plan Issues and Options took place in September to October 2020 but that was 2 months later than planned due to the Covid-19 pandemic. Since then it has also been necessary to take account of the Government’s Planning White Paper (published August 2020) and subsequent changes to national planning policy and guidance, including revisions to the national standard methodology for calculating housing need. There has also been a change of Council administration and time is needed to brief Members on potential

¹ See <https://www.gov.uk/government/publications/national-planning-policy-framework--2>; paragraph 20.

² Many consultation documentations produced in the early stages of this process and the developing draft plan itself may also make reference to the “Sheffield Plan” (on front covers for example). This is for consistency of presentation and to indicate that the work is contributing towards the Local Plan process, which will eventually lead to adoption of the new Sheffield Plan. However, it remains important to note that the Council is some way off developing its draft plan at this stage.

options for accommodating future growth. The previous LDS is now clearly out of date and so the revised LDS proposes and sets out the following:

- Work will continue on producing the Publication Draft Local Plan (the Council's formal proposals for the new Local Plan) which is expected to be prepared by September 2022. Consultation on the Publication Draft Local Plan is now proposed to take place in October-November 2022³;
- Submission of the Publication Draft Local Plan to Government is now expected to take place in April 2023⁴;
- Once the Publication Draft Local Plan is submitted to Government there will be a Public Examination comprising a number of public hearings. Under the revised LDS we now expect the public hearings to take place during the period July-November 2023, with the Inspector's preliminary report on the Draft Sheffield Plan being published around March 2024⁵;
- Consultation on any 'main modifications' to the Draft Plan if required (reflecting the Inspector's recommendations) would take place May-June 2024⁶, with the final Inspector's report expected to be published by September 2024; and
- Cabinet approval and adoption by full Council is proposed to take place in December 2024.

1.1.5 The revised LDS updates the information on neighbourhood plans that are being prepared in Sheffield. The Localism Act 2011 introduced the right for local residents and workers to develop their own planning policies in a neighbourhood plan, which eventually become part of the Local Plan. The National Planning Practice Guidance ("**NPPG**") encourages local authorities to include details of neighbourhood plans in their LDS⁷. Table 1 of the LDS (at the Appendix to this report) provides information relating to three neighbourhood plans which are currently being prepared by designated Neighbourhood Forums in Sheffield.

1.2 Member engagement on overall spatial options and establishment of a Member Working Group

1.2.1 The Sheffield Plan Issues and Options document (September 2020) set out various options for meeting future housing needs, including the option of accommodating more housing in the central area of Sheffield and various options for releasing varying amounts of land from the Green Belt. Since then, the Government has changed the national Planning Practice Guidance on calculating future housing needs. Significantly, this change includes applying a 35% increase in the housing need figures for London and the 19 other largest towns and cities in England (including Sheffield). The effect of

³ This consultation is required to be carried out pursuant to Regulation 19 of the Town and Country Planning (Local Planning) Regulations 2012.

⁴ The Submission is required to be carried out pursuant to Regulation 22 of the Town and Country Planning (Local Planning) Regulations 2012.

⁵ Note that the public hearings and inspector's preliminary report are not shown as separate "milestones" in figure 1; these events are grouped in as part and parcel of the examination stage after submission, shown as spanning January 2022 to June 2023 inclusive.

⁶ Again the consultation on the main modifications is grouped in with the examination stage.

⁷ See [National Planning Practice Guidance: Plan-making, September 2018](#).

this has been to increase Sheffield's total housing need from just under 37,000 additional homes to almost 50,000 additional homes over the period 2021-2038.

1.2.2 The housing need figure provides a starting point for setting the housing *requirement* in the Sheffield Plan. In setting the requirement, local authorities are expected to consider the housing need figure alongside the constraints the area faces, including Green Belt and the land that is actually available for development. Members will also wish to consider the implications of future growth and development in the context of the Climate and Nature Emergencies. These are fundamental questions for the Plan and we therefore propose to spend time this autumn engaging with Members on the overall spatial options, with the aim of reaching agreement on a preferred approach by January 2022. This would therefore be in advance of producing the Publication Draft Sheffield Plan; that is to be published for public consultation in autumn 2022.

1.2.3 The process we are proposing is:

- Briefings with all political parties on overall spatial options – Oct 2021;
- Climate Change, Economy and Development Transitional Committee considers overall spatial options and provides advice to the Cooperative Executive – Nov 2021
- Cooperative Executive makes recommendation to full Council on preferred overall spatial approach – Dec 2021;
- Full Council approves overall spatial approach – Jan 2022;
- Officers develop the Publication Draft Sheffield Plan based on the approved overall spatial approach – Jan – Sep 2022

1.2.4 We also propose that a new Sheffield Member Working Group is established with membership drawn from the Climate Change, Economy and Development Transitional Committee. The role of this group would be to provide a political steer to officers on other significant decisions relating to the content of the Sheffield Plan. It is envisaged that this group would meet periodically, as necessary, in the period up to Submission of the Sheffield Plan. The policies would be the subject of public consultation in autumn 2022 (when consultation takes place on the full Publication Draft Sheffield Plan).

2.0 HOW DOES THIS DECISION CONTRIBUTE?

2.1 As stated above, the LDS sets out a timetable for preparing, consulting and adopting the Sheffield Plan, which will be designed to contribute towards securing a strong economy, thriving neighbourhoods and communities, improving health and wellbeing, addressing inequalities across the city, mitigating and adapting to climate change and increasing biodiversity. It therefore directly aligns with the Council's ambition (and statutory duty) of delivering the Local Plan.

2.2 The Member engagement process during autumn 2021 aims to build political consensus around the best way of meeting the city's development

needs in a sustainable way. It is consistent with the ambition in the Our Sheffield One Year Plan to be a more democratic council, with new ways of making decisions, listening to more views and connecting with communities,

3.0 CONSULTATION

- 3.1 There is no legal requirement to consult on the Local Development Scheme. The development plan documents to which the LDS relates will themselves be the subject of extensive public consultation as set out in the LDS. Consultation on the Sheffield Plan will be carried out in accordance with the [Statement of Community Involvement](#) (July 2020).

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

- 4.1.1 There are no equalities impacts, positive or negative, from approving, bringing into effect and publishing the revised Local Development Scheme.

4.2 Financial and Commercial Implications

- 4.2.1 There are no direct revenue implications as a result of approving, bringing into effect and publishing the revised Local Development Scheme.

4.3 Legal Implications

- 4.3.1 Pursuant to Section 15(1) of the Planning and Compulsory Purchase Act 2004 (**the 2004 Act**) all local planning authorities are legally required to prepare and maintain a Local Development Scheme (**LDS**). Section 15 (3A) provides that if a local planning authority does not prepare an LDS, the Secretary of State may prepare one and direct the authority to bring it into effect.
- 4.3.2 Section 15(2) of the 2004 Act prescribes what an LDS must specify, including the documents proposed to be prepared which are to be development plan documents (**DPDs**), the subject matter and geographical area to which each DPD relates, and the timetable for the preparation and revision of the DPDs. It also requires the LDS to set out which DPDs are to be prepared jointly with other local planning authorities. In SCC's case this means the joint South Yorkshire Waste Management Plan which is proposed to be prepared jointly with Barnsley, Doncaster and Rotherham councils. Initial work has been undertaken with the other South Yorkshire local authorities to develop the evidence base for the plan but a timetable for producing the new document has yet to be agreed. Consequently the proposed revised LDS will need to be updated once agreement has been reached on the timetable and process.
- 4.3.3 Section 15 (7) of the 2004 Act requires the local planning authority to resolve that an LDS is to have effect and specify in that resolution the date from which it is to have effect.

- 4.3.4 Section 15 (8) of the 2004 Act requires a local planning authority to revise their LDS at such time as they consider appropriate, or when directed to do so by the Secretary of State.
- 4.3.5 Section 15 (9) requires the up-to-date text of the LDS to be made available to the public. The revised LDS will be published on the Council's website.
- 4.3.6 Giving effect to the recommendations of this report and particularly bringing the LDS into effect and publishing it on the Council's website will comply with the relevant legislative requirements summarised above. The coming into effect of the LDS will prevent intervention from the Secretary of State pursuant to section 15 (3A) or (8) of the 2004 Act.

4.4 Other implications

- 4.4.1 The adoption date of December 2024 goes beyond the target date of 2023 set by the Government for getting new local plans in place. In our view, however, the timetable is realistic given the recent changes to national planning policy and the need to engage with the new Council administration (see paragraph 1.2.1 above). We are continuing to work with the Planning Advisory Service to look at where time savings could be made and will propose further changes to the LDS if progress is made more quickly than currently anticipated.

5. **ALTERNATIVE OPTIONS CONSIDERED**

- 5.1 The preparation, bringing into effect and revision of a Local Development Scheme are statutory requirements and in that regard there is no alternative option. Otherwise the Secretary of State can prepare an LDS and direct the local planning authority to bring it into effect and the Council would have very little, if any, input into that. However, the time periods allocated to each stage of the process in the revised LDS have been carefully considered. It is important that timely progress is made but it is equally important that the timetable can be adhered to. The time periods included in the revised LDS are considered to be the most appropriate and realistic.
- 5.2 In the proposed revised LDS, we have allowed for additional time after submission of the Plan because experience elsewhere suggests that the process from the date of submission to adoption typically takes 18-24 months. Given the size of Sheffield and the number of sites that are likely to be the subject of representations at examination, we believe that a period of 20 months is a reasonable estimate for that stage in the process.

6. **REASONS FOR RECOMMENDATIONS**

- 6.1 As explained above the local planning authority is legally required to produce a Local Development Scheme and keep it up to date and so the recommendations in this report are made to secure compliance with that statutory requirement. The LDS sets the timetable for delivery of a new Local Plan, which will be designed to contribute towards securing a strong economy, thriving neighbourhoods and communities, improving health and

wellbeing, addressing inequalities across the city, mitigating and adapting to climate change and increasing biodiversity.

- 6.2 The changes to national planning policy and practice guidance mean it is appropriate to allow more time for the new administration to consider the overall spatial options. Officers require a clear political steer on the preferred broad approach before the details can be worked in the full Publication Draft Plan and before public consultation takes place in autumn 2022.
- 6.3 Establishment of a new cross-party Sheffield Plan Member Working Group will enable officers to obtain an ongoing political steer on the content of the Plan in advance of the Plan being submitted to Government for public examination.

APPENDIX

Sheffield City Council Local Development Scheme – 2021-2024 Effective from [date]

Contents

Introduction	13
Background to Plan Making	13
Current Development Plan Documents	13
New Development Plan Documents in Preparation	14
Neighbourhood Plans	15
Figure 1: Sheffield Plan Timetable	16
Table 1: Sheffield Neighbourhood Plans	17

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Introduction

The [Planning and Compulsory Purchase Act 2004, Section 15](#), (as amended by the Localism Act 2011) requires a Local Planning Authority to prepare and maintain a Local Development Scheme (LDS). An LDS sets out a timetable for producing development plan documents which, when eventually adopted, will comprise the Local Plan for the area.

When adopted, the Council's Local Plan will be called the Sheffield Plan. This LDS contains details of the timetable for producing the Sheffield Plan. It sets out a planning work programme for the Council over the period to December 2024 and takes effect from 21 October 2021. The LDS will be regularly reviewed to keep it up to date.

Background to Plan Making

The [National Planning Policy Framework](#) (NPPF) defines a local plan as “a plan for the future development of a local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. A local plan can consist of either strategic or non-strategic policies, or a combination of the two”. Section 19 of the Planning and Compulsory Purchase Act 2004 and the NPPF specify what the local plan should include. Further guidance is also provided in [National Planning Practice Guidance on Plan-making](#) (September 2018).

The Planning and Compulsory Purchase Act 2004 (as amended) requires the City Council to update the LDS, to keep a copy of any amendments and provide up to date information about compliance with the published timetable. The Sheffield Plan is currently on track to be produced in line with the timetable outlined in this LDS.

Current Development Plan Documents

The current adopted development plan documents (often referred to as the “Local Plan”) for Sheffield are:

- [Sheffield Core Strategy \(2009\)](#)
- ‘Saved’ policies of the [Sheffield Unitary Development Plan \(UDP\) \(1998\)](#) – see [Sheffield Core Strategy Appendix 3](#) for the list of UDP policies that were superseded by the Core Strategy

New Development Plan Documents in Preparation

(a) Sheffield Local Plan

Sheffield's Local Plan is currently in the process of being replaced, as confirmed by this Local Development Scheme. The new plan will be referred to as "the Sheffield Plan" and will include both strategic and local policies. It will set out the vision, objectives and strategic policies for the whole of the Sheffield administrative area except the part of the district within the Peak District National Park⁸. The **strategic policies** will set out an overall strategy for the pattern, scale and quality of development and make sufficient provision for housing, employment, retail, leisure and other commercial development, infrastructure, community facilities, and conservation and enhancement of the natural, built and historic environment, as well as including policies designed to secure contribution towards mitigation of and adaption to climate change.

The Plan will also include **non-strategic policies** setting out more detailed policies for specific areas, neighbourhoods and types of development. This will include the local provision of infrastructure and community facilities, establishing design principles, conserving and enhancing the natural and historic environment, and other development management policies.

Allocated sites will be illustrated on a Policies Map which will form part of the Sheffield Plan.

The plan will cover the period 2024-2039.

Once adopted, the Sheffield Plan will replace:

- All the policies in the Sheffield Core Strategy (2009) except the following policies (see further at paragraph (b) below):
 - [CS68 Waste Development Objectives](#);
 - [CS69 Safeguarding Major Waste Facilities](#) and
 - [CS70 Provision for Recycling and Composting](#)
- All the saved policies in the Sheffield Unitary Development Plan (1998)

⁸ The Peak District National Park Authority is responsible for preparing the Local Plan for the national park. See [Peak District National Park Local Development Framework Core Strategy \(2011\)](#) and [Development Management Policies \(2019\)](#).

Consultation on the [Sheffield Plan Issues and Options](#) took place in September-October 2020 and work is currently taking place on the production of a Publication (Pre-Submission) Draft Plan (under Regulation 19⁹). It is anticipated that the Plan will be adopted in 2024 following examination by the Planning Inspectorate on behalf of the Secretary of State. The full timetable, showing the main future milestones, is set out in Figure 1 below. Progress against the milestones will be reported in the Authority Monitoring Report.

The Sheffield Plan will be reviewed at least every 5 years after it has been adopted.

(b) South Yorkshire Joint Waste Local Plan

Agreement has been reached, in principle, with the other South Yorkshire Unitary Authorities to produce a Joint Waste Local Plan. This will replace waste management policies in the Sheffield Core Strategy (2009) as well as the adopted [Joint Barnsley, Doncaster & Rotherham Waste Plan \(March 2012\)](#). The overall timetable for producing the plan has not yet been agreed between the four local authorities but the process has started by the commissioning of consultants to produce the evidence base. The evidence gathered will help to inform the next stages of the project. The authorities intend to work towards production of a memorandum of understanding and legal agreement directly relating to the production of the Joint Waste Local Plan. The LDS will be updated as and when this occurs.

Once adopted, the South Yorkshire Joint Waste Local Plan will replace the following policies in the Sheffield Core Strategy (2009)

- [CS68 Waste Development Objectives](#);
- [CS69 Safeguarding Major Waste Facilities](#)
- [CS70 Provision for Recycling and Composting](#)

Neighbourhood Plans

Neighbourhood plans are defined in the NPPF as plans which are “prepared by a parish council or neighbourhood forum for a designated neighbourhood area. In law this is described as a neighbourhood development plan in the Planning and Compulsory

⁹ Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

Table 1: [Sheffield Neighbourhood Plans](#)¹¹

Area Covered by Neighbourhood Plan	Neighbourhood Planning Body	Status of Neighbourhood Plan as at Sept 2021	Expected Adoption Date
Kelham Island & Neepsend	Kelham Island & Neepsend Neighbourhood Forum	Draft plan expected April 2022	Early 2023
Ecclesfield	Ecclesfield Parish Council	Draft plan expected March 2022	May 2023
Stockbridge	Stocksbridge Town Council	On hold – future dates not published	TBC

¹¹ Further details of all neighbourhood planning proposals, including the geographical areas to which each proposed neighbourhood plan will cover, can be accessed via <https://www.sheffield.gov.uk/home/planning-development/neighbourhood-planning>.

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Author/Lead Officer of Report: Tammy Whitaker, Head of Regeneration & Property Services

Tel:

Report of: *Mick Crofts, Executive Director Place*

Report to: *Co-operative Executive*

Date of Decision: *20th October 2021*

Subject: *Sheffield Land and Property Plan*

Is this a Key Decision? If Yes, reason Key Decision:-	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
- Expenditure and/or savings over £500,000		<input type="checkbox"/>		
- Affects 2 or more Wards		<input checked="" type="checkbox"/>		
Which Executive Member Portfolio does this relate to? <i>Finance</i>				
Which Scrutiny and Policy Development Committee does this relate to? <i>Overview and Scrutiny Management Committee</i>				
Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(N/a)</i>				
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				

Purpose of Report:

To seek approval of the Sheffield Land and Property Plan (Corporate Asset Management Plan).

The City Council's land, property and assets have a significant role to play in delivering services and shaping the future of the city and its communities. The 'Sheffield Land and Property Plan' sets out at a high level, how the City Council will use and manage its assets to deliver its ambitions for Sheffield. It provides a framework and principles to guide decision making, and maximise the benefits for the City and its people.

Recommendations:

That Co-operative Executive:

1. Approve the Sheffield Land and Property Plan attached to this report.
2. Note that more detailed policies and procedures to support the Plan will be brought forward for approval in accordance with the appropriate corporate decision-making process.

Background Papers:

Sheffield Land and Property Plan

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>Paul Schofield</i>
		Legal: <i>David Sellars</i>
		Equalities: <i>Annmarie Johnston</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	EMT member who approved submission:	<i>Mick Crofts</i>
3	Cabinet Member consulted:	<i>Cllr. Cate McDonald</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Tammy Whitaker</i>	Job Title: <i>Chief Property Officer/Head of Regeneration & Property Services</i>
	Date: 6 th August 2021	

1. BACKGROUND

- 1.1 The Council owns a substantial and varied estate of land, property and buildings around the City. From parks, woodland and farms to offices, shops, business units, leisure centres, museums and housing; Council owned property impacts on the lives of Sheffield People. The land and property the Council owns contributes to the nature of Sheffield's built environment and rural landscape. From our schools and community buildings to our libraries and open spaces, the services we deliver to the people of Sheffield are delivered from our Estate. It is important that these property assets are well managed to ensure that services can be delivered effectively and our assets can be used to realise the wider ambitions of the city for the benefit of local people, communities and businesses.
- 1.2 However, holding a significant land and property estate comes at a cost and Land and property is one of the top five resource costs for the Council. Unprecedented reductions in public sector funding and Covid-19 have had a significant impact upon the future budget position of the Council, as set out in the Medium Term Financial Strategy. There is now, more than ever a need to ensure effective, efficient and joined up use of the council's assets. Every decision the Council makes about its Estate must be driven by the priorities the Council wishes to achieve for the City and its people, balanced against the financial constraints within which it now operates.
- 1.3 The costs associated with holding property are extensive and whilst significant progress has been made in managing the estate to reduce operational running costs and raise much needed income there is still more to be done.
- 1.4 Pressure on resources has meant that the estate has suffered from a lack of investment. In particular, the Operational Estate, including city centre properties such as the Town Hall, local offices, libraries and other buildings used for service delivery, has suffered from a lack of investment spanning several decades. For the Operational Estate alone (excluding schools, Town Hall and Central Library) backlog maintenance to undertake essential repairs stands at £33m. These are the bare minimum of works required to keep our buildings open, safe and in compliance with the law. In addition there are further 'backlog' maintenance costs of over £180m which need to be completed within the next five years to prevent further catastrophic failure and closure.
- 1.5 The condition of many buildings is reaching crisis point and the Council urgently needs to make decisions to avoid significant risk and liabilities; the failure of key building components; and the closure of buildings, which will impact upon the ability to deliver services to local communities. Given current financial constraints, there is a compelling need to significantly reduce holding and running costs for the Operational Estate.
- 1.6 The recent global pandemic has also resulted in further financial

pressures and has led to substantial changes in the way services are delivered, and facilities operate with the majority of staff now able to work remotely. 2020 has seen a rapid change in society with a move to greater home working, a shift to online retail and a greater value placed on outdoor spaces and places. This rapid change has and will continue to impact on the management of the council's estate and the way in which we use it.

2.0 PROPOSAL

2.1 The Land and Property Plan provides a framework to guide decision making and outlines a set of guiding principles for use of the Council's assets. Our assets will be used to:

- **Support the delivery of good services for people** - Council services will be delivered from a core estate of land and buildings which are fit for purpose, fully utilised, well maintained and meet the needs of customers both now and in the future. Our estate will reflect our needs and demand and we will look to deliver services in new ways which reduce our need for physical premises where this is appropriate. Given limited resources we will only retain the minimum estate necessary from which to deliver our services and we will optimise the use of our own and other public service buildings and community assets
- **Join-up key services for communities** –We will ensure a single approach across all the Council's portfolios and seek to collaborate and share resources with others to ensure the best outcomes for local communities
- **Improve the quality of life for all communities in Sheffield** – using our estate to shape the city and the places and spaces within it, supporting guiding and delivering inclusive sustainable growth and development and acting as a catalyst to drive regeneration and change where there is a clear case to do so
- **Tackle climate change and support a low carbon economy** - leading by example, we will seek to design, and develop our assets to provide greater resilience to climate change and reduce carbon emissions. We will pursue opportunities to use our estate to increase the level of renewable and low-carbon energy generation and address resilience through the use of our land for carbon sequestration and natural flood management and address biodiversity challenges.
- **Support a stronger inclusive city economy that works for all** - using our let portfolio of properties to support business development, economic growth and recovery and community enterprise and generate income to support service delivery for the people Sheffield.

- **Unlock money to support new investment** – we will optimise the use of our estate, and where assets are no longer required for operational services we will seek to dispose of them in a timely manner to deliver wider city priorities, reduce costs, generate capital, free up revenue funding, improve and support service delivery and generate capital for investment in other priorities..

2.2 The plan revises previous Asset Management Plan, Assets for our Communities 2010-2020, approved by cabinet in 2010.

2.3 Policies and procedures to support the new Plan will be reviewed and developed over the next 12-24 months to guide specific areas of decision making, including disposals, community and concessionary lettings and the rural estate. These will be subject to approval via the relevant corporate decision-making arrangements and processes.

3. HOW DOES THIS DECISION CONTRIBUTE?

3.1 The plan provides an overall framework, approach and set of principles to guide management and decision making of the Council's estate. The Plan will be under-pinned by more detailed policies to govern specific decisions given the wide range of assets held by the Council

4. HAS THERE BEEN ANY CONSULTATION?

4.1 There is no legal requirement to consult on these proposals. However, the plan has been informed by discussion with Cabinet Members and Senior Officers of the Council.

4.2 Formal consultation on any decisions taken on Council assets will be undertaken if required and conducted in the normal manner.

5. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

5.1 Equality of Opportunity Implications

5.1.1 There are not anticipated to be any negative impacts that affect any particular groups and as such a full Equalities Impact Assessment form has not been completed for this report.

5.2 Financial and Commercial Implications

5.2.1 Property is an expensive resource to both hold and manage. Implementing the measures outlined in the plan will ensure a tight fit between property supply and service delivery and a more efficient use of scarce resources.

5.2.2 There are no specific financial implications contained within this policy

report. As the detailed policies and initiatives referred to in 3.1 above are completed, these will be brought forward for approval by Members, most likely in the annual Business Planning process, monthly capital approvals report to Cabinet or in specific reports to Cabinet.

- 5.2.3 The Council cannot currently afford to invest in and maintain its current estate. Backlog maintenance costs are currently estimated in excess of £180m just to address urgent maintenance costs. Operational running costs are estimated at £103m per annum
- 5.2.4 Good Estate Management and timely release of surplus stock results in revenue savings by reducing operational and vacant property holding costs and maintenance liabilities, releases development sites to support wider strategic priorities such as housing, regeneration or economic development and realises capital funding which can be used to reinvest in the retained estate, buy more appropriate premises/accommodation or fund other priorities for the benefit of local communities.

5.3 Legal Implications

- 5.3.1 There are no direct legal implications resulting from approval of this report. Decision-making on disposals will continue to conform to relevant statutory legislation and related elements of the Council's decision-making processes.

5.4 Other Implications

- 5.4.1 The Council's land and property portfolio has a considerable role to play in addressing the climate emergency. Our buildings generate a significant carbon footprint which can be reduced through better utilisation of our assets, better management and improved maintenance investment in energy generation and energy saving measures and timely decommissioning of surplus assets.
- 5.4.2 Our estate can be used in a variety of ways to support Sheffield's ambition to become a zero carbon city by 2030 by: increasing the level of low carbon and renewable energy used and generated on our estate; promoting and developing climate resilient neighbourhoods through the use of green and blue infrastructure; and supporting natural flood management and promote carbon sequestration through good stewardship and land management practices.

6. **ALTERNATIVE OPTIONS CONSIDERED**

- 6.2 The Council could do nothing; but this would result in ad hoc decision making and a lack of focus. With operational costs and maintenance demands far outstripping available resources the whole estate will continue to deteriorate eventually resulting in the closure of key council buildings and the subsequent knock on effect on service delivery for the people of Sheffield.

7. REASONS FOR RECOMMENDATIONS

- 7.1 The Council's land and property portfolio is a finite resource, expensive to hold and maintain. Since the publication of the last plan, there have been a number of changes which have resulted in new challenges and opportunities for the city. It is therefore increasingly important that the City Council's assets are used to best effect in delivering vital services and priorities, whilst minimising the cost.
- 7.2 The Plan provides local people, Members and officers with a clear statement of how the council's estate will be used to maintain and enhance service delivery and contribute to the wider ambitions of the City balanced against the financial constraints within which the Council now operates.

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Sheffield Land and Property Plan

Foreword

The 21st century was to be the century of the city, but in a matter of months that old certainty – along with many other things – no longer seems inevitable. The now accelerated shift in how many of us work, socialise, learn and live virtually may at least in part be a permanent one. This may have profound impacts for the spaces we inhabit and the businesses and services we use and take for granted.

Our collective experience of the global pandemic has brought into sharp relief how critical spaces are to health and wellbeing, service delivery and equality, as well as how vulnerable structures and their uses are to such radically changed contexts.

While positives can be drawn there are many challenges to be met. Without taking a strategic view and utilising the assets and powers at our disposal to rethink and recreate spaces and services with positive, regenerative, sustainable and equitable intent, these impacts could leave permanent scars.

Aside from staff, property is one of our most expensive resources, and given unprecedented reductions in public sector funding, a new way of working and global economic and social change there is now more than ever a need to ensure effective, efficient and joined up use of the Council's Estate.

Every decision we make about how we use our land and property assets should be driven by our vision for the things that we want to achieve for the city balanced against the constraints within which the Council operates.

Our ambition for the City is that “Every community in Sheffield should be a great place to live, with excellent local services, access to high quality green spaces, and a great local centre; where everyone has a home they are proud of, that suits their needs, and that supports their health; where everyone feels safe and is able to live without fear of prejudice or discrimination; where people get along and everyone can play a full part in the life of their local area, and have an expectation of health, wellbeing and happiness.”

Above all as a Council we want to improve the quality of life for all our communities, with public services that provide value for money and are easy to access, so that people can lead safe, independent lives, realise their ambitions and contribute fully to the life of the city. How we use our estate is key to realising our ambition for the City.

Cllr Cate McDonald

Co-operative Executive Member for Finance and Resources

1 Introduction

The City Council's land and property assets have a significant role to play in shaping the future of the city and how we as a council, achieve our ambitions and priorities and provide quality services to the city's residents and communities. The 'Sheffield Land and Property Plan' sets out at a high level how we will use and manage our land and physical assets to unlock resources and maximise their use for the benefit of our communities.

Inspired by successes delivered through our previous plan 'Assets for our Communities', we are confident in our ability to improve further, meeting new and ambitious goals for the future as well the challenges of today.

This Plan is intended to be used as a framework to help maximise the benefits derived from our land, property and buildings to deliver our corporate priorities; enable service delivery, reduce our revenue costs, raise income to support service delivery, and support development and regeneration opportunities through the redevelopment of significant sites. More than ever, in a time of a climate and ecological emergency, we are aware of the challenge of balancing sometimes competing objectives and managing our assets in a way which looks to future generations as well as the short term.

The Plan describes and sets out:

1. Our Land and Property Estate now
2. Our Vision and strategic approach
3. Our Challenges
4. Our Framework – "Right asset, right place, right time, right decision"
5. What Success Looks like
6. Developing and Implementing Our Plan
7. Governance and Corporate Management

2 Our Land and Property Estate

Whilst compared to some other cities, Sheffield City Council does not own a huge amount of land in the city; the Council remains a significant land and property owner:

- Over 4,000 assets e.g. commercial offices, workspaces, retail & food outlets, industrial and retail units, agricultural land, allotments, and development sites and assets, including HoCII
- 5% of the land in the city worth over £1bn, covering several thousand hectares
- Over 750 Operational Estate assets underpinning service delivery i.e. social care facilities, libraries, sports and leisure centres, parks and buildings
- Around 240 Operational Buildings across the city from which we directly deliver Council services occupying sites covering 9,000 hectares, comprising over 383,000 sq m of net floorspace

- Over 300 buildings let to or used by local community and third sector groups
- Over 38,000 council homes including 17,600 houses and over 18,500 flats and maisonettes with over 2,600 properties let on long leases

The Council, therefore, has a number of significant levers with which we can and do use to shape the changes that people, communities and businesses want to see across the city. This Plan sets out the approach which will guide how we will use the city's assets to improve lives and create a place which works for Sheffield's people.

Our Estate falls into four main areas:

Our Operational Estate – the land and buildings from which we either commission services delivered by others (e.g. sports facilities, some depots) or from which we directly deliver our services (e.g. our city centre and local council offices, parks, libraries and schools)

Our Let Estate – properties which we let to national and local businesses from which we generate an income such as our commercial properties in Heart of the City; workspace such as Carbrook and Devonshire Business Units. We also let a range of buildings hosting local community groups, nurseries, and community enterprises. Our agricultural land and property is let to local farmers on a range of tenancies

Our Land and Property held for regeneration and development- made up of land and buildings held or acquired to help shape the development of the city and the spaces and places in between for example land acquired to deliver new housing in the City Centre or developments such as Olympic Legacy Park

Our Surplus Estate- Land and buildings which we no longer require for delivery of services or the wider objectives of the Council which can be utilised by others to deliver benefit for the city and to generate income for the Council to reinvest to deliver our wider objectives.

3 Our Vision and strategic approach

We're clear what kind of place we want Sheffield to be – a prosperous, vibrant and green city for those that live, work and visit. But to achieve this we need to put in place the building blocks that all modern 21st century cities need. We need a housing market that provides quality, choice and affordability, ensuring that everyone has safe and warm homes in which to live. We need to create a transport network that is sustainable, eases congestion and improves access across the city and beyond. We need to work with the city's schools, colleges and universities to provide high quality education and skills provision, that connects more people to work and job opportunities and we need a city which is sustainable, resilient to climate change, and reduces its impact on the climate through a clean, low carbon economy.

This is a time for opportunity. We are a city that thinks and creates, that invents and makes. Cities like Sheffield are increasingly the places that people want to live, work, learn and enjoy their lives. Our city is unique and we want a fairer Sheffield where everyone in every part of our city has the best life chances and opportunities.

How we best use our physical space, land and property has a critical role in creating a fairer city: providing the land and buildings from which Council services operate, generating income to invest in council services; providing spaces for businesses and local groups to develop and thrive, making land available for new schools, homes or businesses; providing a network of parks and open spaces; using our land for energy generation, biodiversity and flood mitigation and finally how we connect everything and everyone up with reliable, affordable and clean transport networks.

Against the backdrop of a global pandemic, climate and ecological emergency and significant economic uncertainty, we have the potential to shape the future of Sheffield for future generations.

Whilst we cannot control the wider landscape, there are a number of plans and strategies we use to provide a clear vision and establish more certainty locally by setting out:

- what we want to achieve;
- how we will shape the city spatially and economically;
- what long-term investments we are going to make;
- how we are going to tackle the core challenges in managing the city for the benefit of the city, its communities and its people.

This Plan reflects our newly refreshed corporate priorities for action and our commitment to “put Sheffield first,” delivering on clear priorities, and laying the foundations for a bright future. The plan reflects our ambition to focus on empowering people and businesses to thrive, building sustainability into all areas of life and keeping Sheffield’s diverse communities at the heart of all our plans.

In our One Year Plan, the Council is concentrating on four key areas with clear priorities and actions in each:

1. Communities and neighbourhoods

Every community in Sheffield should be a great place to live, with excellent local services, access to high quality green spaces, and a great local centre; where everyone has a home they are proud of, that suits their needs, and that supports their health; where everyone feels safe and is able to live without fear of prejudice or discrimination; where people get along and everyone can play a full part in the life of their local area, and have an expectation of health, wellbeing and happiness.

2. Education, health and care

We want all people in Sheffield to feel safe, happy, healthy and independent: to love living here. We want them to have access to a wide range of educational opportunities to achieve their full potential.

3. Climate change, economy and development

We want Sheffield to be a flourishing, sustainable and inclusive city economy which creates opportunity, good jobs and better jobs for Sheffielders. As a strong partner alongside businesses, we want a city with a dynamic environment for enterprise with a culture of businesses able to start-up, scale up and innovate. We have an ambition to be a net zero carbon city by 2030.

4. Our Council

We want to make sure that we, as an organisation, are equipped to seize the opportunities and rise to the challenges of the coming years. We will be a council that leads boldly with purpose and decisiveness, that puts the communities and people of Sheffield at the heart of everything it does, and that works hard to deliver excellence first time, every time

Our land and property assets are central to achieving these objectives and the commitments we have made. We will use our estate to:

- Improve the quality of life for all, with public services based in local communities that are easy to access, so that people can lead safe, independent lives, realise their ambitions and contribute to the life of the city
- Deliver housing; providing quality, choice and affordability, ensuring that everyone has safe and warm homes in which to live, in places that meet their needs.
- Invest and build high quality, sustainable Council homes and work to retrofit the existing stock to improve energy sustainability.
- Invest in our parks and open spaces working with communities and Friends Groups
- Support the city's schools, colleges and universities to provide high quality education and skills provision, that connects more people to work and job opportunities.
- Invest in our estate to address the climate emergency reducing carbon emissions and energy use and using our wider estate to explore renewable energy generation and create a city which is resilient to the challenges that climate change will bring and plays a positive part in creating a more sustainable future.
- Deliver a transport network that is sustainable, eases congestion, improves access across the City and beyond and promotes low carbon active travel such as cycling and walking.

Above all as a council we want to improve the quality of life for all, with public services that provide value for money and are easy to access, so that people can lead safe, independent lives, realise their ambitions and contribute to the life of the city.

This Plan sets out the approach which will guide how we will use the city's assets to improve lives and create a place which works for Sheffield's people. This document therefore sits as part of a suite of strategic documents that informs how we take decisions on the future of our city and will ensure that we have a fit for purpose estate that enables us to realise our ambitions.

4 Our Challenges

Modernising our Operational Estate

The global pandemic has changed the way people work, the way people access services and made a shift in what people need. The city's ever changing demographics mean that a lot of the buildings previously used for service delivery are no longer in the right location, accessible or suitable to embrace new ways of working and modern service delivery.

Whilst our Operational Estate has the potential to support us to deliver on our strategic objectives, in its current shape and condition, it is not fit for purpose. and there is an urgent requirement to move to a more flexible delivery model utilising a smaller, high quality estate providing a wider range of public and community services which are delivered to meet customer need.

In response to the significant financial pressure faced over the last decade, the Council has made some progress in rationalising its Estate to reduce running costs. In addition to these revenue savings, efficiencies have also been achieved through the rationalisation of the estate into fewer buildings and disposal of surplus assets, which in turn has provided much needed capital funding for other important Council investments. Key successes have included the rationalisation of the Council's city centre office accommodation and consolidation of staff into three main buildings – Moorfoot, Howden House and the Town Hall. Despite all of these initiatives, the running costs and backlog of outstanding repairs for the remainder of the estate has risen to levels which can no longer be sustained and action is required urgently to reduce the financial burden on the Council.

In the face of austerity, the Council has under-invested in the buildings in the Operational Estate for many years and has instead done the minimum necessary, focussing efforts on ensuring that all properties remain safe for the people that use and work in them and that budgets are sufficient and prioritised to meet the Council's compliance duties. This approach means that many buildings are in poor condition, have low levels of energy efficiency and maintenance and repair costs run into many millions of pounds. This was never a sustainable strategy and we are now reaching the end of the road.

Total costs for addressing backlog maintenance and statutory premises compliance for the existing estate by far exceed the financial resources available for meeting these costs. Without remedial action this traps the council's estate in a deteriorating cycle of only being able to address the most pressing issues. Some of the buildings are at the end of their functional and economic life. In short many buildings are reaching crisis point and without significant investment in the near future, or urgent action, there will be no option but to close them having a direct impact on the delivery of services. Put simply, the estate is no longer fit for purpose, we cannot afford to keep and maintain all the assets we currently manage we need to reduce the size of our estate and focus on those assets which best meet our needs.

For the entire Operational Estate alone (excluding schools) we currently have an Essential Compliance & Maintenance (ECM) backlog of around £33m of 'essential' repairs. These are the bare minimum of works required to keep our buildings open, safe and in compliance with the law. There are further 'backlog' maintenance costs of over £180m which need to be completed within the next five years.

Every year these works are delayed increases price inflation and the amount and volume of repairs further increases costs. More repairs move into the 'essential' category from 'backlog', whilst the 'backlog' list grows ever longer. In contrast, we have a mere £7.9m allocated to the Essential Compliance & Maintenance Programme (ECM) for 2021-2024. This covers less than a quarter of an ever-growing 'essential' maintenance ask. Given the limitations of this funding it can only deal with the bare minimum such as Fire Safety, Security and urgent health and safety works to keep properties open which deliver Statutory Services and Protection & Care duties. It does not even

scratch the surface. In other words, we're spending a fraction of what is actually needed to keep people safe and comply with our legal duties.

Furthermore, our estate reflects a historic position, we don't always have the right land or buildings in the right places to meet our needs. There is also therefore, a need to review our properties to ensure that they are in the right place and provide the appropriate , modern facilities to enable them to effectively provide a basis for future service delivery.

Clearly, there is much more to do if the Estate is to deliver for the benefit of the City and our people in the future. We urgently need to move to a radically different operating model to address this challenge with an estate which is planned and actively managed to reflect need and resource.

Modernising our City

We need to ensure that we have a city that is attractive and meets the needs of our people and which provides a modern environment in which we can all live, work and play.

As a land owner, and a Local Authority we can use our assets to redevelop and shape our City and offer opportunities to underpin and influence development by others. This provide a base and a catalyst to stimulate and deliver the new major development we need whether by us, our partners and others. We need to be, and are, creative and innovative in finding solutions to address major barriers to change and development.

Our long-term work and investment on major regeneration schemes such as Heart of the City II is coming to fruition and we are also supporting and stimulating further investment and development by others such as the new West bar proposals.

Tackling the climate and environmental emergency

Our ambition to reach net zero carbon by 2030 as a council is hugely ambitious, seeking to reduce our emissions as a local authority by 95%, based on 2019 levels. The vast majority of these emissions reductions will be required to be generated by our domestic buildings, with non-domestic property responsible for a relatively small percentage of our emissions. The cost estimated by the Pathways to Zero report commissioned in 2020, and based on the estate at that time, is approximately £547m for domestic stock and £16m for non-domestic stock.

Whilst fabric improvements and the installation of renewable energy will reduce maintenance and energy costs once completed, like other local authorities, Sheffield's finances do not stretch to meet this level of investment.

In addition to reducing emissions from our buildings, Council land has the potential to contribute to supporting our ambition to reach net zero carbon through the generation of renewable energy and through carbon sequestration.

In addition to the ambition to reduce the Council's emissions, the Council has a stated ambition to reach net zero carbon by 2030 for the city, and to further develop the low carbon economy of the

city: in 2019 Friends of the Earth found that Sheffield had the fifth largest number of green jobs in the country and we are ambitious for this to increase.

Responding to these challenges

Responding to these challenges alongside budget reductions and service transformation requires the Council's property base to be more agile than ever. We want to use our assets to enable positive social, economic and environmental outcomes for local communities whilst delivering better services for residents. We want to continue to provide the land and buildings from which Council services operate, the spaces for businesses and local groups to develop and thrive, make land available for new schools, homes or businesses; tackle climate change and resilience, and generate income to invest in council services.

This set of circumstances presents a very real and prominent challenge for the Council that must be addressed to ensure that our asset base remains viable and that we can deliver services to people in a new and flexible manner.

It is therefore essential that the Council adopts a strategic approach to the management of its assets, maximising their use, minimising running costs, and rationalising the estate in a timely, cost effective manner.

5 Our Framework - "Right asset, right place, right time, right decision"

For many people, their impression of the Council is formed by the appearance of the Council buildings they visit and the facilities and services they use. Customers and staff need to feel safe, secure and comfortable and buildings should be well designed, fit for purpose, and be accessible and welcoming to all. However, the global pandemic has brought new challenges to the way we work and how services are delivered, and as a Council we need to be able to respond to this change and the challenges which external forces can bring.

Our estate is not a free resource and every decision we make about how we use our land and property assets should be driven by our vision for the things that we want to achieve for the city balanced against the financial constraints within which the Council operates.

Our approach is to be led by need and by people not by buildings or assets. We will make sure our estate reflects what we need, where we need it, so that it reflects what our customers and communities want and positively contributes to the social and economic health and wellbeing of the city, as well as its accessibility and sustainability.

Our Estate will:

- **Support the delivery of good services for people** - Council services will be delivered from a core estate of land and buildings which are fit for purpose, fully used, well maintained and meet the needs of customers both now and in the future. Our estate will reflect our demand and we will look to deliver services in new ways which reduce our need for physical premises where this is appropriate. We will ensure there is a tight fit between demand and supply and given limited

resources we will only retain the minimum estate necessary from which to deliver our services.

Our ambition is to reduce our operational estate and running costs by 25%

- **Join-up key services for communities** – We will ensure a single approach across all the Council’s portfolios and seek to collaborate and share resources with others to ensure the best outcomes for local communities
- **Improve the quality of life for all communities in Sheffield** – We will use our estate to shape the city and the places and spaces within it, supporting, guiding and delivering inclusive sustainable growth and development and acting as a catalyst to drive regeneration and change and aid recovery where there is a clear case to do so
- **Use our estate to tackle the climate and ecological emergency and support a low carbon economy** - Leading by example, we will seek to adapt, design, and develop our assets to provide greater resilience to climate change and work towards our ambition of a net zero council and city by 2030. We will look for opportunities to use our land and assets to increase the level of renewable and low-carbon energy generation and address resilience through the use of our land for carbon sequestration and natural flood management. We will balance the need to protect biodiversity with the other needs of the city and look for creative solutions to these challenges.
- **Support a stronger city economy that works for all** – We will use our let portfolio of properties to support business development, economic growth, community enterprise and generate income to support service delivery for the people Sheffield. ***Our ambition is to generate £3m per year to support front line service delivery***
- **Unlock money to support new investment** – We will dispose of our surplus estate in a timely manner to reduce costs, free up revenue funding streams, improve and support service delivery and generate capital for investment in other priorities. ***Our ambition is to generate £8m per year in capital receipts to implement priorities in our Capital programme***

In managing our Estate we will:

- **Adopt a ‘one’ council approach to property and facilities management** – we will operate a Corporate Landlord model backed by strong governance to ensure all decisions made about our estate are taken with the wider interests of the Council in mind
- **Be intelligence-led** – with decisions about the city’s estate underpinned by robust information, evidence and insight
- **Be Customer focused and needs led** - adaptation, redevelopment and rationalisation of the estate will be needs led and professionally informed
- **Be transparent in the decisions we take** – we recognise the importance of good standards of governance in public authorities and the need for robust processes to guide decision making we will be transparent in the decisions we take to ensure we can legitimately withstand challenge

A clear approach to asset management for Sheffield: how we will use our assets

Operational Estate – Delivering Council Services	
<p>Is intelligence led – with decisions about the city’s estate underpinned by robust information, evidence and insight</p>	<p>We will:</p> <ul style="list-style-type: none"> • Gather, record and maintain information about the estate to provide sufficient information to make decisions • Interpret the information to inform decision making and priorities for investment
<p>Support the delivery of good services for people – our services will be delivered from land and buildings which are fit for purpose, fully used, well maintained and meet the needs of communities both now and in the future</p> <p>Join up key services for communities – ensuring that we have a single approach across all the council’s portfolio and with partners in the city that is focused on our customers</p>	<p>We will:</p> <ul style="list-style-type: none"> • Ensure decisions about the estate are taken corporately through a corporate landlord model • Base accommodation management decisions on customer need and delivery requirements • Extended use of buildings outside of core hours where cost effective to do so to facilitate shared use and shared costs • Apply workstyle principles and new ways of working to operational buildings to reduce overall space required for service delivery, increase building utilisation, promote flexibility of building use <p>We will:</p> <ul style="list-style-type: none"> • Only hold the minimum estate required for service delivery. Reducing inefficient, underutilised and unfit property through timely demolition (where appropriate) and disposal thereby avoiding ongoing associated costs • Ensure efficient use of our retained estate through colocation and relocation to free up underutilised unsuitable and inefficient assets for alternative uses or disposal • Invest in the land and buildings we retain to meet agreed standards, ensure legal compliance, energy efficiency and reduce running costs • Dispose of property no longer required for service delivery and minimise vacant property holding costs • Support wider public sector working through colocation and joint working arrangements with other public sector partners
<p>Use our estate to tackle climate change and support a low carbon economy</p>	<p>We will:</p> <ul style="list-style-type: none"> • Use our estate to contribute to the Council’s target to reduce emissions to net zero by 2030 • Increase energy efficiency and the use of low carbon and renewable energy throughout our estate

	<ul style="list-style-type: none"> • Explore the potential for the generation of renewable energy across the estate
Our Let Estate – Supporting economic and community development	
<p>Supports a strong city economy – using our let portfolio of properties to support business development, economic growth and community enterprise</p> <p>Improves the quality of life for all communities in Sheffield – shape the city and the places and communities within it, supporting, guiding and delivering growth and development and acting as a catalyst to drive regeneration and change</p>	<p>We will:</p> <ul style="list-style-type: none"> • Retain and invest in a core of commercial properties within the City which deliver council priorities for community and economic regeneration and generate a return in line with agreed parameters • Identify latent or under-developed income potential and release unproductive and poorly performing commercial property which no longer delivers financial or wider benefits • Acquire or invest where there is a strong business case to do so • Manage the retained estate effectively and efficiently to maximise rental income, letting property at market value unless there is a clear business case and financial resources to do otherwise • Ensure consistency and develop a clear policy for lettings to community and voluntary groups • Ensure any lettings for community use are based on sound business cases, meet needs of the community and city and are viable and sustainable
<p>Use our estate to tackle the climate and ecological emergencies and support a low carbon economy</p>	<p>We will:</p> <ul style="list-style-type: none"> • Develop detailed plans to reduce our corporate estate emissions to a level which allows us to reach net zero carbon by 2030, including setting interim targets. • Increase the use of low carbon and renewable energy generation throughout our estate • Seek to increase the energy efficiency of our let estate
Land and property for regeneration and growth	
<p>Improves the quality of life for all communities in Sheffield – shape the city and the places and communities within it, supporting, guiding and delivering growth and development and acting as a catalyst to drive regeneration and change</p> <p>Unlocks money to support new investment – generates income and frees up revenue funding streams to improve and support services and invest in the delivery of wider city priorities</p> <p>Supports a stronger city economy – using our let portfolio of properties to support business development,</p>	<p>We will:</p> <ul style="list-style-type: none"> • Use our land and property interests to shape the City and the places and communities within it • Guide, support and deliver growth and development on council owned and private sector land where there is a case to do so. Strategically investing and acquiring land using our powers where necessary • Stimulate regeneration and act as a catalyst for change that showcases the art of the possible on our own land and in partnership with others • Use our land and property interests and our role as a local authority to provide more high quality, mixed tenure, affordable homes with the accompanying infrastructure to support them. • Use our land and property interests and our role as a local authority to provide high quality commercial, office and

economic growth and community enterprise	business space to support the city's growth ambitions and to encourage investment
Use our estate to tackle the climate and ecological emergency and support a low carbon economy	<p>We will:</p> <ul style="list-style-type: none"> • Use our assets to increase the level of low carbon and renewable energy generation by exploring the opportunities to develop renewable energy on our land and buildings • Use our assets to develop resilient places through the use of green and blue infrastructure and sustainable drainage • Use our rural estate and upland assets to restore the natural water cycle, support natural flood management, increase carbon sequestration and energy generation and to restore biodiversity • Balance the need for regeneration and growth with our role as a steward for future generations
Surplus Estate	
Unlock money to support new investment – generates income and frees up revenue funding streams to improve and support services and invest in the delivery of wider city priorities	<p>We will:</p> <ul style="list-style-type: none"> • Minimise the number and impact of underused, empty and derelict council owned land and buildings through timely disposal • Minimise vacant property and holding costs and maximise income through site preparation, demolition and timely release of assets no longer required for service delivery • Develop and deliver a disposals programme which supports corporate outcomes and capital and revenue funding requirements • Ensure clear alignment of the disposals programme and capital programme with a clear agreed forward programme • Dispose of all land for best consideration/market value unless there is a clear business case to do so which supports delivery of Council priorities • Only allow meanwhile or temporary use of vacant buildings where this adds value, is time limited and there is a clear case to do so
Use our estate to tackle the climate and ecological emergencies and support a low carbon economy	<p>We will:</p> <ul style="list-style-type: none"> • Consider the potential for reuse of buildings prior to decisions to demolish • In disposing of our assets we will seek to promote and encourage schemes which deliver greater resilience and are low or zero carbon and constructed to high standards of energy efficiency

6 What Success Looks like

This is without doubt an ambitious and bold approach to managing the Council's assets and so it is crucial that we monitor and review our progress against the above areas of focus. We're clear what success will look like; by implementing this plan we will have:

- A clear decision making process that aligns with the council’s wider strategies and ambitions for the city
- A ‘one’ council approach to property and facilities management through our Corporate Landlord function and responsibilities
- A leaner, more cost effective operational estate
- Energy efficient Public buildings which house council and other public and third sector agencies
- A commercial estate that allows the council to support businesses and sustainable community activity, whilst providing a reliable income stream at minimal cost
- An exemplar estate which supports our commitment to become carbon neutral by 2030
- Land being actively used to and tackle flooding, climate change and resilience
- More quality low carbon energy efficient houses being built on Council owned land that meet the needs of Sheffield’s citizens and that create capital and revenue income streams
- Major economic and regeneration projects delivered through the use of council assets
- A comprehensive understanding of ‘what we’ve got and how it performs’
- A maintained and compliant estate

Building and maintaining a comprehensive evidence base of our assets will require the use of in depth insight and intelligence from a range of sources. To further enhance this knowledge and to provide a full range of information upon which to base future planning and decision making, we will develop measurable targets for each of the above outcomes which we can use to monitor our progress and that will be benchmarked against other Local Authorities, comparator cities, other public sector institutions and where appropriate the private sector.

7 Developing & implementing our plan

This Plan has a five year horizon but needs to be a living document given the fast pace of change in the world around us and our city. This is a high-level Plan which will establish a broad framework to support policy and decision making on our land and property. The implementation of this plan will provide a systematic approach to decision making and will ensure:

- We take a proactive approach to the management of our estate to make the most of our assets
- We are more commercial and business like
- We seek new ways to use our assets to deliver services differently
- We are fair, consistent, open and transparent in the decisions we take and will take decisions in a timely manner in the best interests of the Council
- We live within our means through efficient use of our assets, only holding an estate which we can sustain for the future

Our ambitions for our land and property need to be turned into action in keeping with the five year horizon of this Plan. We need to be clear about what we need and what we can afford and we need to take some difficult decisions. Implementation of this plan will change the way we work and make decisions. Over the next five years we will seek to :

- Reduce the running costs of our operational estate by 25%

- Generate £3m of revenue income to support our front line services
- Generate £8m a year from capital receipts to invest through our capital programme

Implementation of the plan will be supported by an annual action plan which will set out how we will deliver changes to our estate and what we will do to reduce the burden on Council resources.

8 Governance and Corporate Management

As a Council, we have adopted a corporate approach to the planning and management of land and property portfolio to support the delivery of our service needs and achieve our corporate objectives. This approach ensures that any decision, either directly or indirectly involving land and property is a corporate decision rather than being driven by an individual service.

The Leaders Scheme of Delegation sets out how key decisions relating to property are taken guided by the principles set out in this plan. All Service and other decision reports must consider and include Property and Asset Management implications where relevant.

Governance arrangements will need to be reviewed in the light of the Council's move to a Committee system from 2022 onward.

In order to guide detailed decision making and effective management a more detailed framework of policies and procedures will be implemented covering specific areas including:

- Corporate Landlord
- Corporate Framework for Disposal of Council Land and Property
- Formally Declaring assets as Surplus to Council Requirements
- Disposal at Less than Best Consideration
- Disposals of Small Areas of Land
- Disposals and Lettings to Community Organisations
- Community Asset Transfer
- Disposal of Assets held by the Council on Charitable Trust



Author/Lead Officer of Report:

Paul Higginbottom – Strategic Commissioning Officer. Sarah Swinburn – Commissioning Officer

Tel: Sarah Swinburn 07833435530

Report of: *Executive Director, People Services*

Report to: *Co-operative Executive*

Date of Decision: *20 October 2021*

Subject: Procurement for the Care and Support Services at the new Buchanan Green - Retirement Living Scheme due to open Spring 2022

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
- Expenditure and/or savings over £500,000	<input checked="" type="checkbox"/>	
- Affects 2 or more Wards	<input type="checkbox"/>	
Which Cabinet Member Portfolio does this relate to? Health and Social Care		
Which Scrutiny and Policy Development Committee does this relate to? Healthier Communities and Adult Social Care		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
If YES, what EIA reference number has it been given? EIA - 959		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		
<p><i>“The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>		

Purpose of Report:

The purpose of this report is to seek approval to develop a procurement strategy and then to tender for the contract for the delivery of adult's care and support services at Buchanan Green Retirement Living Scheme.

In order to do this, we would also like to seek approval from the Co-operative Executive to delegate authority to the Director of Adult Services to take the necessary steps to implement the Procurement Strategy and award the contract for Buchanan Green Retirement Living Scheme.

The report highlights the importance of ensuring the delivery of care and support services that meet the needs of the people within the new Scheme, by procuring a care and support provider able to fully meet the requirements of the Service Specification.

Recommendations:

It is recommended that the Co-operative Executive:

- 1) Delegate authority to the Director of Health and Adult Social Care in consultation with the Director of Legal and Governance Services, Director of Finance and Commercial Services and the lead Executive Member for Health and Social Care:
 - i) To develop a procurement strategy and award contracts in line with this report; and
 - ii) Take other such necessary steps not covered by existing delegations to achieve the outcomes and objectives of this report.

Background Papers: N/a

Lead Officer to complete:-	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: <i>Ann Hardy</i>
	Legal: <i>Laura Garvin-Smith/ David Cutting</i>
	Equalities: <i>Ed Sexton</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	EMT member who approved submission: <i>Alexis Chappell</i>

3	Executive Member consulted:	<i>George Lindars-Hammond</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
Lead Officer Name: <i>Sarah Swinburn</i>		Job Title: <i>Commissioning Officer</i>
Date: 21 September 2021		

1. PROPOSAL

1.1 Proposal

- 1.1.1 Buchanan Green Retirement Living Scheme is a new independent living scheme developed at Parson Cross. It was built by Sheffield City Council Housing and Neighbourhoods and managed by the Older Peoples Independent Living Service. It comprises of 140 homes – 18 bungalows and 122 apartments (27 two bedroom, 95 one bedroom apartments). 8 of the one bedroom apartments will be for people with learning disabilities and nominated through Ault Social Care Learning Disabilities, these will not be included in the scope of this proposed procurement. 50% of the properties will be for people who have an assessed care and support need and will be allocated via nominations from Adult Social Care. The other 50% will be Housing tenants and will be nominated through Choice Based Lettings.
- 1.1.2 An integrated model of housing, care and health services will be delivered at the Scheme to support independence, health and wellbeing. The Scheme will have the most up to date assistive / telecare system which will support independence, prevention and better health and wellbeing as well as emergency response. It will also facilitate a café, communal space for activities that will support social inclusion and wellbeing; and development of a community hub where the local community will be encouraged to be part of the scheme. The scheme is scheduled to be completed in Spring 2022.
- 1.1.3 A thorough service review was recently completed to inform the re-procurement of the contracts at Sheffield's existing 4 Extra Care Scheme's and to underpin the long-term sustainability and quality of the service and maximise people's independence in the line with our Statutory Duty under the Care Act 2014. This review has informed the development of the new service model for Independent Living and Extra Care Schemes including the service this report seeks approval to procure for the new Buchanan Green Retirement Living.
- 1.1.4 Potentially 50% of the tenants (66 flats) living in the scheme will have an eligible care and support need. The proposal in this report is for the procurement of a care provider(s) who will deliver the planned pre-assessed

care and support services between 7am and 10pm Monday to Sunday via an on-site care presence. In addition, the provision of a 24/7 unplanned care and support service to all tenants living in the scheme when required.

1.1.5 We anticipate procuring a 5 year contract with our ambitions for the new service to deliver the best possible outcomes and experience for people. The service will potentially include:

- The availability of care and support services to all tenants as an alternative to residential care allowing them to live independently in their own home.
- A seamless service through an integrated model of services from:
 - Health – regular GP surgeries delivered onsite.
 - Housing – housing staff providing onsite housing related support
 - Public Health – regular health sessions such as smoking cessation and breath-easy.
 - Social Care
- Onsite core social engagement activities such as bingo, arts and crafts, exercise classes.
- Tech Enabled care - offering interactive tech-based activities such as the 360 Magic Table.
- Outcome based services to provide tenants with person centred care.
- Support for tenants to live well with Dementia in a supportive, vibrant, independent living community.
- Connecting tenants within their immediate community and the wider local community through activities such as cinema evenings.

1.1.6 The proposed balance of care in Buchanan Green is detailed in the table below.

Proposed Service Levels	Proposed Balance of Care	Description of care/support needs
1	50%	No Care Needs.
2	20%	up to 7 hours per week of planned personal care and support
3	20%	7+ to 14 hours per week of planned personal care and support
4	5%	14+ to 21 hours per week of planned personal care and support
5	5%	21+ to 35 hours per week of planned personal care and support

1.1.7 All pre-assessed planned care through the night will continue to be delivered by the Care at Night service and is not within the scope of the proposed procurement.

1.1.8 It is recommended that the contract will be awarded following a competitive tender process in line with Public Contracting Regulations and Sheffield City

Council Standing Orders.

1.1.9 Based upon the service specifications and requirements outlined in this report, Commercial Services will undertake a procurement strategy outlining the intended route and associated terms and conditions. This will then be put out for tender.

1.2 **Current Market**

1.2.1 The current older people independent living market consists of 30 Sheffield City Council run Sheltered Housing Scheme's and 5 Sheffield Extra Care Housing Schemes across the city. This market has remained stable despite the challenges of the pandemic.

1.2.2 Sheltered Housing is the original model for independent living for older people over 60. Each Sheltered Housing scheme comprises of around 30 to 40 flats which can accommodate over 1,000 individuals. Onsite staff offer housing related support during working hours Monday to Friday and any eligible assessed care need is provided via the Home Care Framework, with out of hours emergency cover via city wide care alarms.

1.2.3 The 5 Extra care schemes are specifically designed for older people aged over 55 years and consist of between 40 – 80 apartments housing over 300 tenants across the sites. Under this scheme people live independently, with the added peace of mind from 24/7 onsite care and support services for both assessed eligible care needs plus the availability of unplanned care.

1.2.4 Buchanan Green will be hybrid of both these models for people over 60 with housing and/or care and support needs. It will be the biggest of all the schemes with the availability of 140 flats/bungalows with potential capacity for 167 tenants.

1.3 **Need For Decision**

1.3.1 The Buchanan Green Scheme will be opening in Spring 2022 and the procurement of the care provider(s) will be required for the delivery of planned and unplanned care and support services to all tenants living in the scheme.

1.3.2 The Independent Living and Extra Care Schemes services are important in that they support individuals to live independently, safe and well, preventing avoidable admissions to hospital and preventing or delaying the need for residential care.

1.3.3 Current care and support services are constrained by our traditional procurement model that means care is commissioned based on 'time and task'. The wider strategic shift is to out-come based service delivery which will support person-centred care, ensuring these services are more flexible and responsive in meeting people's needs.

1.3.4 Under the 2014 Care Act, we have duty to facilitate a vibrant, diverse and sustainable market for high quality care and support, for the benefit of their

whole local population. This includes accommodation-based care and support services for older people. This development supports fulfilment of this duty through the 24/7 care and support services offered to all residents.

Key Milestones

Co-operative Executive	20 October 2021
Service Specification	Oct/Nov 2021
ITT	November 2021
Contract Award	February 2022
Contract Mobilisation	February 2022
Contract Go Live	Spring 2022

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 Customer satisfaction is at the centre of the transformational change we are driving in homecare, extra care and Independent Living. The work on the new service design is supported by an 'Expert by Experience' with an Alzheimer's diagnosis and draws on the feedback gathered from Sheffield citizens as part of the emerging Adult Social Care Strategy for the city.
- 2.2 The 'Outcomes Based Test Bed' currently being pioneered in The Meadows extra care Scheme is supporting the strategic shift from 'time and task' to outcome-based service delivery with the aim of expanding this to all tenants at the Buchanan Green Independent Living scheme. This outcome-based approach also supports the development of the blueprint for our new 'Care and Wellbeing Service' which is being developed through the Home Care Transformation Programme.
- 2.3 The overarching principles of the ambitions detailed in section 1.1.5 are consistent with the Corporate Plan, the emerging Adult Social Care Strategy and the Adult Social Care Transformation Programme.
- 2.4 The planned transformational developments to this model of care are expected to reduce health inequalities, with the new services subject to a stringent Equality Impact Assessment.
- 2.5 Provision of effective, efficient independent living will contribute to achieving these aims by supporting adults to live more independently in their own home. The services will be delivered to adults over 60 years of age with a wide range of physical, medical and other health and care needs; supporting people to increase and to maintain their independence and wellbeing leading to improved outcomes.
- 2.6 The service model being introduced at Buchanan Green is housing with care which, enables Health and Social Care services to provide managed care in the person's home and prevent unnecessary hospital admission and readmission.

2.7

This proposal also assists the council to meet its statutory duties under the Care Act 2014.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 As part of the thorough Extra Care service review, an engagement exercise was undertaken with people living in the existing four schemes and their family and carers. The survey was based around gathering opinions and satisfaction levels on the current services within the Extra Care schemes. The survey provided relevant information about the planned and unplanned care provision.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

4.1.1 An Equality Impact Assessment for Buchanan Green Retirement Living was undertaken as part of the Extra Care procurement (EIA 959), which concluded there are low implications, but no adverse effects as a result of this proposal.

4.1.2 Independent Living schemes are specifically designed for older people, particularly 60 years and older. The scheme at Buchanan Green will also have specific accommodation for support living tenants, it is designed to be accessible and equipped to meet the need of people with disabilities and dementia.

4.1.3 A robust corporate marketing and promotion strategy will be developed to communicate the benefits of living in extra care and independent living schemes. This will target all levels and demographics to make schemes representative of the wider community. This strategy will include making links with cultural and community groups.

4.1.4 The tender process will be open and accessible to all, so interested voluntary, community or faith organisations have an equal opportunity to tender for the care and support contracts. The tender publication will be on PIN, the tender process will be completed via YorTender and market engagement sessions will be held prior to the tender process.

4.1.5 The contractor of care and support services will be expected to deliver meet present high quality standards of services and provide tenants and their family/carers with support to seamlessly settle into the new support services. SCC will need to reassure tenants the care provider will meet their needs and offer a quality outcome focused, person centred service as part of the initial conversations when arranging the tenancy.

4.2 Financial and Commercial Implications

- 4.2.1 The delivery of care in this model is predicated on moving existing clients from higher cost packages of care into an extra care scheme where they can remain as independent as possible and able to access services that they require.
- 4.2.2 The Council's current financial position requires a proactive approach to managing demand for and cost of services. The success of achieving the anticipated financial efficiencies requires identification of the right people to take advantage of the new scheme on offer.
- 4.2.3 Whilst there is no new budget to fund care at this scheme, identifying those new residents will have significant impact on avoiding rising costs of care and should drive reductions in costs longer term.
- 4.2.4 The contract will be awarded for 5 years from Spring 2022 until Spring 2027. The intention is to include a break clause at years 2, 3 and 4.
- 4.2.5 The potential value of the contract will be £4,419,943 for the 5 years term, at an annual cost of £883,989. As there is no exact comparison for the value of the contract, these costs have been estimated using the current costs for planned and unplanned care across the 4 Sheffield Extra Care schemes.

4.3 Legal Implications

- 4.3.1 The Care Act 2014 places a duty on the Council to meet the eligible needs of those in its area and it fulfils this duty in part through Council arranged services. The Council also has functions under the Care Act 2014 to ensure that service users:
- receive services that prevent their care needs from becoming more serious, or delay the impact of their needs;
 - can get the information and advice they need to make good decisions about care and support;
 - have a range of provision of high quality, appropriate services to choose from.
- 4.3.2 The European Convention on Human Rights requires local authorities to take into account their 'positive obligations' to actively promote and protect the rights of people as described in the Convention and maintains that providers of publicly funded care should consider themselves bound by the HRA.
- 4.3.3 The Council has to comply with its own Contract Standing Orders and the Public Contract Regulations 2015 so that the required legal obligations for fair and open competition are met. By developing a procurement strategy and undertaking a compliant tendering / procurement exercise these obligations will be met.
- 4.3.4 The Localism Act 2011 provides local authorities with a "general power of

competence” which enables them to do anything that an individual can do as long as the proposed action is not specifically prohibited. The proposed procurement of care services is incidental to the Council’s statutory functions.

4.4 Other Implications

4.4.1 None

5 ALTERNATIVE OPTIONS CONSIDERED

5.1 As part of the review of the Extra Care contracts the following alternative options were considered but scored poorly in the options appraisal against strategic fit, and neither option was recommended.

5.2 ‘To provide a service via the Home Support Framework’. Day time support arranged on a case-by-case basis from providers on the Home Care Framework and overnight support provided by City Wide Care Alarms. This is not consistent with any of the important elements of independent living and would have an unacceptably high impact on the individuals.

5.3 To operate an onsite 24/7 dedicated care and support service via procurement of a care provider to deliver the service. The 24/7 service would include planned and unplanned support to all tenants, with the exception of planned overnight care, that would continue to be delivered via the ‘Care at Night’ service. This option was unsustainable as tenants do not pay any contribution toward the cost of the ‘overarching’ 24 hour support.

6. REASONS FOR RECOMMENDATIONS

6.1 The Buchanan Green Scheme will be opening in Spring 2022. Potentially up to 50% of the tenants living in the scheme will have an assessed eligible personal care and support need. The procurement will be required for the delivery of planned care for those with an assessed care need, plus unplanned care and support service to all tenants living in the scheme. If a contracted provider is not established ready for the opening of the scheme, there would be no planned or unplanned care provision for tenants.

6.2 The majority of the tenants with eligible care needs will already have care and support packages in place prior to the move. The tenants who accessed council arranged Home Care services will potentially free up some much needed capacity within the Independent Sector and in most cases will reduce costs, with Home Care packages generally being charged at a higher rate.

6.3 Buchanan Green will be a vibrant independent living community, which is the central characteristic that differentiates it from a care home. The delivery of planned pre-assessed care and support services via an on-site care presence, and the provision of unplanned care and support where required to all tenants, is a key element to sustaining this ethos and promoting it as a feasible alternative to residential care.

6.4 This proposal also allows for the continued close working with Health,

Housing and Public Health colleagues.

- 6.5 The flexibility of the on-site support easily supports outcomes-based care and support, with positive outcomes for all tenants including people living with dementia.
- 6.6 The proposed levels of care will help support a balanced community and enable tenants to have a 'home for life', at the same time preventing or delaying the need for permanent care.



Author/Lead Officer of Report: Ryan Keyworth,
Director of finance and Commercial Services

Tel: 0114 20 57303

Report of: *Eugene Walker*

Report to: *Co-Operative Executive*

Date of Decision: *20th October 2021*

Subject: *Medium Term Financial Analysis, 2022/23 to 2025/26*

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
- Expenditure and/or savings over £500,000	<input checked="" type="checkbox"/>	
- Affects 2 or more Wards	<input checked="" type="checkbox"/>	
Which Executive Member Portfolio does this relate to? <i>Finance and Resources</i>		
Which Scrutiny and Policy Development Committee does this relate to? <i>Overview and Scrutiny Management Committee</i>		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>		
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		
<i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>		

Purpose of Report:

- Provide Members with details of the forecast financial position of the Council for the next 4 years (2022/23 to 2025/26) and to set the financial constraints within which the budgeting and business planning process will need to work to achieve a balanced budget position over the medium term.

Recommendations:

1. Note the forecast position;
2. Note, as a planning assumption, core Council Tax increases of 2% each year;
3. Note the additional pressures caused by the COVID crisis, and in response consider what further transformation savings are required, and lobby Central Government for additional financial support;
4. Note that the Council's current level of reserves provides a limited amount of time for action to be taken strategically in response to the COVID crisis and the more general financial position, but that firm actions will be needed, on current projections, to maintain financial stability in the short to medium term. These actions will include further co-operation with other key stakeholders, in particular the NHS; and
5. Note that unless firm action is taken to contain pressures, deliver agreed savings, and focus any new spending on a small number of key priorities, the Council's financial position will soon spiral out of control

Background Papers: N/A

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>Dave Phillips</i>
		Legal: <i>Sarah Bennett</i>
		Equalities: <i>None</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	EMT member who approved submission:	<i>Eugene Walker</i>
3	Executive Member consulted:	<i>Councillor Cate McDonald Executive Member for Finance and Resources</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
Lead Officer Name: <i>Ryan Keyworth</i>		Job Title: <i>Director of Finance and Commercial Services</i>

Date: 22nd September 2021

1. PROPOSAL

1.1 The purpose of the Report is to:

Provide Members with details of the forecast financial position of the Council for the next 4 years (2022/23 to 2025/26) and to set the financial constraints within which the budgeting and business planning process will need to work to achieve a balanced budget position over the medium term.

2. HOW DOES THIS DECISION CONTRIBUTE ?

2.1 To recommend the approach to budgeting and business planning that will be necessary to achieve a balanced budget position over the medium term.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 *No*

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

4.1.1 There are no specific equal opportunity implications arising from the recommendations in this report.

4.2 Financial and Commercial Implications

4.2.1 This is a financial report, as such all financial and commercial implications are detailed in the main body of the report.

4.3 Legal Implications

4.3.1 There are no specific legal implications arising from the recommendations in this report.

4.4 Other Implications

4.4.1 *N/A*

5. ALTERNATIVE OPTIONS CONSIDERED

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

6. REASONS FOR RECOMMENDATIONS

- 6.1 To inform Cabinet Members of the latest changes to the Council's medium term forecasts, and to provide a strategic framework for the development of budget proposals and the business planning process beyond 2022/23.

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Medium Term Financial Analysis 2022/23 to 2025/26

Introduction

1. The purpose of the Medium Term Financial Analysis (“MTFA”) is to provide Members with details of the forecast financial position of the Council for the next 4 years, and to set the financial constraints within which the budgeting and business planning process will need to work to achieve a balanced budget position over the medium term.

The last MTFA covering the period 2021/22 to 2024/25 was presented to Cabinet in October 2020. An update to this Analysis was provided to EMT in May 2021, however this analysis merely updated the 2021/22 to 2024/25 position for developments over the previous six months. Consequently we are now providing a full refresh, rolling forward the period covered to 2022/23 to 2025/26. This roll forward includes Services updating their estimates of pressures and savings, and an estimate of the impact of the 2021/22 financial position, as it stands at the end of Month 3. It also includes consideration of capital budgets and the HRA.

2. Background context to this Analysis is the £44m forecast overspend at Month 3 2021/22. This is the largest forecast overspend that anyone can remember at this stage in the year. This overspend, if unchecked, will use most of the Council's available reserves in 2021/22, leaving largely recurrent overspends to flow into 2022/23. Without significant mitigation, there is a risk that the Council will not be able to set a balanced budget for 2022/23.

3. **There are three main areas of concern**
 1. **Leisure** - not an issue for this year versus budget, but will be an issue for 2022/23 if subsidy levels do not reduce drastically from the current £15m budgeted subsidy to something more like the £3m underlying budgeted subsidy
 2. **Adult Health and Social Care** - £19m overspend on a £113m budget after significant year-on-year growth in core funding in recent years. The majority of the cost increase results from increased Home Care use and cost.
 3. **Children's Social Care** - £17m overspend on a £97m budget after significant year-on-year growth in core funding in recent years. Demand has risen because of the pandemic and agency staffing costs continue to be high.

4. **Our social care costs are rising at an unsustainable rate. The rest of the Council cannot support this level of spend**

Our social care costs are rising faster than we can contain and at a rate that is putting the financial stability of the Council at risk.

Our flexibility elsewhere is limited because we have already transferred investment from other services to support social care.

 - The Resources / PPC budget is around £25m excluding IT and Revenues and Benefits
 - The Place budget is around £25m excluding HRA, Highways and Waste, the Transport Levy and traded services (e.g. Planning)

A collective approach is essential, but a sustainable answer will not be found by disinvesting in other services and investing more in our social services. That could only ever be part of a solution.

5. This report highlights the need to re-establish strong controls over spending as the Council moves out of the pandemic and one-off central government support is withdrawn.

Detail

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6. **COVID brings significant uncertainty**

The MTFA will need to be viewed in the context of the evolving financial position caused by the COVID pandemic. Hospitalisation rates have fallen substantially, and restrictions have been eased. However, there are still risks of further waves of infections, and/or new variants of concern. Consequently there is still no certainty on the eventual path of the pandemic, nor on the economic scarring it will leave behind.

As the pandemic recedes, there is a need to focus the longer-term renewal of Council priorities and activities and the longer-term regeneration of the City. The Council has published a One Year Plan and is developing a longer term corporate plan to articulate these priorities.

The MTFA will set out the financial envelope within which the policy and strategy conversations can be held.

 7. **The Council has survived 10 years of austerity, by prudent financial management**

The Council has taken a careful and pragmatic approach to managing its finances throughout 10 years of government austerity, whilst ensuring the services that the people of Sheffield depend upon and expect from the Council continued to be delivered. At the same time the Council has also focused on the protection of services to the most vulnerable people, households and communities in the city.

This careful, pragmatic and balanced approach has meant that the Council's finances were in a relatively strong position at the start of the pandemic compared to many others.

 8. **Some corporate budgets that are no longer needed have been used to support the budgets, protecting available reserves**

A balanced budget was set for 2020/21 prior to the pandemic hitting. COVID-related Central Government financial support for 2020/21 and 2021/22 has meant that the Council has not needed to draw on reserves to date to balance 2020/21, or to set a balanced budget for 2021/22. However, balancing these two years has included using the £9m pension deficit recovery budget that was no longer needed following the 2019 Fund Valuation that was completed in March 2020, and central social care budgets of a further £9m which could be released. These, together with some other smaller sums, means that a total of £19.4m on a recurrent basis has been used to support the Council's overall budget

from 1 April 2021. Use of these sums significantly reduced the flexibility available to the Council to absorb further recurrent spending increases.

The Council has previously identified up to £50m of one-off funds to meet the medium-term costs of COVID, to transform services and to aid in the recovery of the city from the pandemic. By taking additional risk, it is possible that a further £20m could be released.

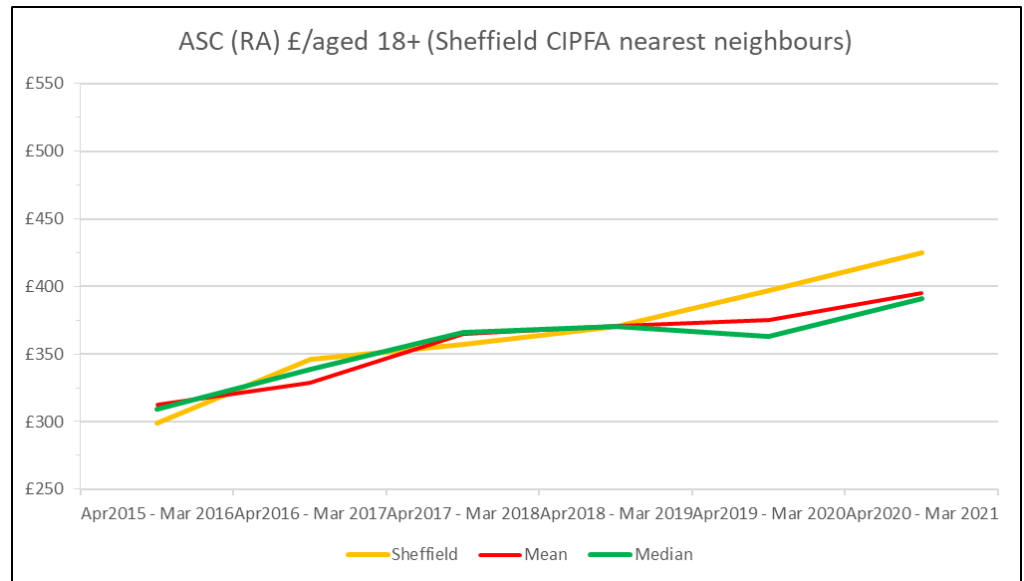
These funds remain available, but these reserves are not “spare”, they will be needed to support the pressures that we know will arise over the next three years, unless other decisions reduce those pressures.

The current forecast overspend for 2021/22 will require a large portion of these one-off reserves merely to balance the 2021/22 position. If the overspends include spending commitments (e.g. support for leisure or agreed packages of care) that continue in to 2022/23 onwards, then they will make the challenge over the medium term very difficult to manage without significant additional Central Government support. This support looks unlikely to be forthcoming as CG attempts to repair the national finances following spending on the pandemic.

Reserves are one-off money that, once spent, is gone.

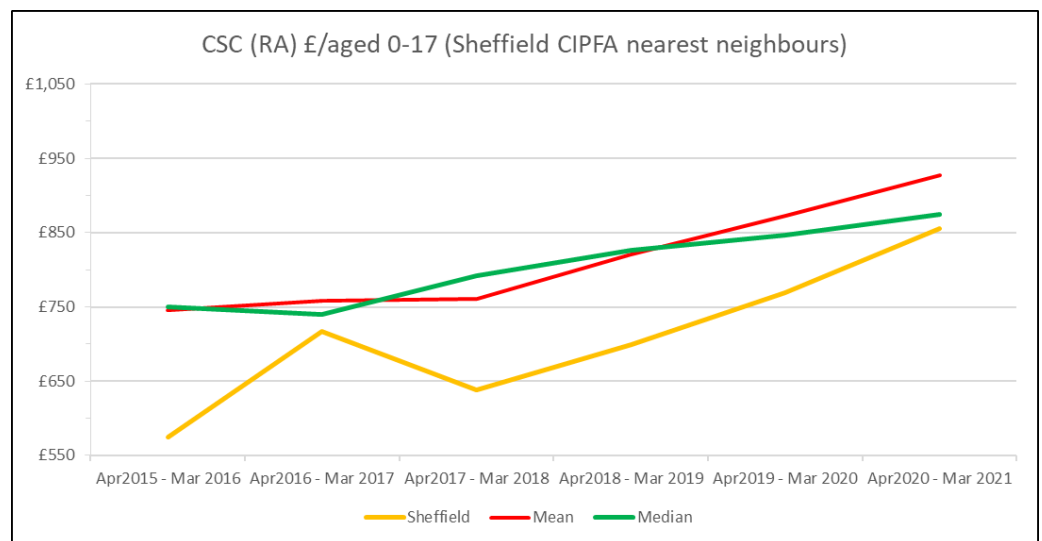
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9. **The Council has also invested significant additional resources in social care over the past five years**
- Recognising the significant pressures within social care, the budget for People Directorate has increased by £88m (44%) between 2017/18 and 2021/22. £86m of this increase is made up of increases in Children and Families (£33m), Adult Care and Support (£50m) and Commissioning, Inclusion and Learning (£3m).
- This rate of increase is much higher than at comparable authorities, as illustrated below. It is worth noting that Sheffield’s rate of increase has continued its steep increase into 2021/22 as well, and whilst formal comparative data is not yet available, informal benchmarking with Core Cities indicates that the other Core Cities are forecasting lower increases in social care spend than Sheffield. Deprivation is generally agreed to be a driver of social care costs, but it should be noted that Sheffield actually has a lower overall level of deprivation, as measured by IMDs, than most of the other Core Cities, as these cities often comprise mainly the inner-city core, and, unlike Sheffield, do not include numbers of more affluent suburbs.

Adult social care



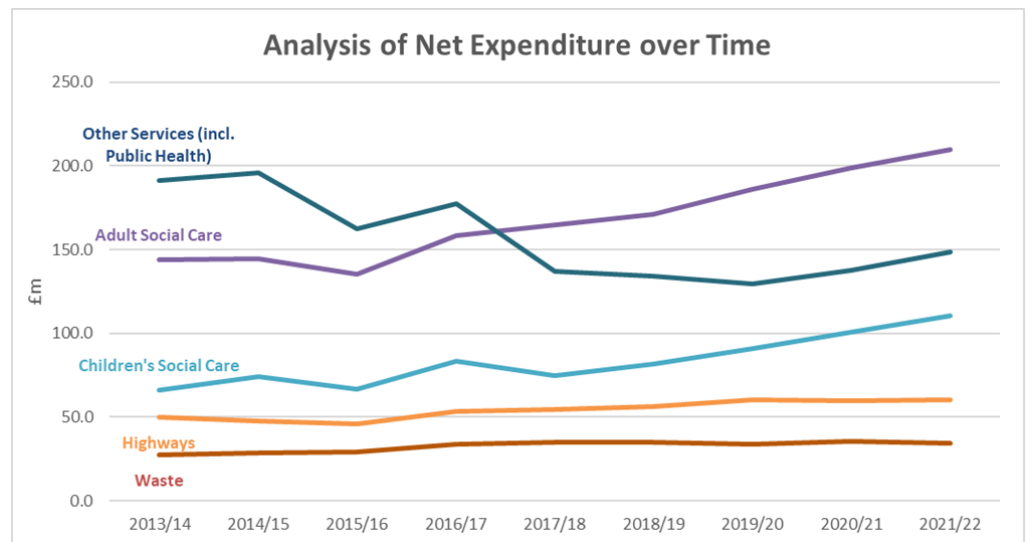
Note Nearest neighbours are listed in Appendix 4

Children's social care



Note Nearest neighbours are listed in Appendix 4

The graph below shows the more general trend in expenditure across the different areas of Council spend since 2013/14. It also clearly demonstrates that the Council has protected social care services, whilst reducing spend in most other areas (the Highways and Waste contracts being the other exceptions).



Note: The increased expenditure in 'Other Services' in 2020/21 and 2021/22 is mainly a result of the increased investment required in Leisure Services.

- | | |
|--|---|
| <p>10. The forecast financial position remains challenging</p> | <p>A combination of baseline cost pressures, which run to over £20m per year in social care services alone, and the impact of COVID, means that the Council is forecast to face a very challenging financial position from 2022/23 onwards.</p> |
| <p>11. Mid Case
Our mid case forecast is that the Council faces a budget gap of £120.6m by 2025/26</p> | <p>Under the mid-case assumptions in Appendix 1&2, the budget gap grows to £120.6m by 25/26. This assumes:</p> <ul style="list-style-type: none"> • Normal levels of portfolio pressures and initial savings • A small allowance for Member policy choices • Flat cash funding from Central Government (noting that the actual announcement of CG funding is due late in 2021) <p>Our one-off reserves cannot deal with this sort of recurrent challenge.</p> |
| <p>12. Even to achieve the position in the mid case requires the delivery of £51.7m of agreed savings, £35.7m in 2022/23, and a further £16.0m in the following years</p> | <p>Our agreed 2021/22 budget assumed that we would achieve £21m of agreed savings.</p> <p>This budget includes £15m of agreed Portfolio savings, including £3.0m from a market reshaping of Care Homes, £2.5m from placements, £1.1m from improvements in income and collection services, £1.9m from Place contracts and £1.1m to GF from Housing repairs and maintenance. A full list of all the agreed savings is given in Appendix 3.</p> <p>In addition there are £6m of corporate savings, mainly a corporate MER estimated to save £4m in 21/22, but also reviews of our Operating Model and Customer Experience processes.</p> <p>For 2022/23 to 2025/26 a further £51.7m of Portfolio savings (including the £12m reversal of 2021/22 SIV pressure over three years) are required. For example £21.4m from ASC recovery and investment plans,</p> |

£2.3m from Adults changes in social work practice, £5.0m from Children's and Families (demand management, fostering etc), £2.9m from a corporate asset review, £1.5m income from the CAZ, and £1.3m GF income from improvements to Housing Repairs and Maintenance. Achieving these savings' targets, and reducing the level of historic non-achievement, will be key to protecting the Council's financial position, and to allow targeted investments to be made.

It is important to note the mid case assumes full delivery of the above savings with no slippage provided for.

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|---|--|
| 13. The mid case shows that significant action will be needed to ensure financial sustainability | <p>The mid case shows that careful prioritisation and focussing of investment will be needed, together with the delivery of significant efficiencies to avoid unsustainable medium-term pressure on the Council's finances.</p> <p>This task will be made much easier if we are able to agree clear and long-term policy-led priorities with the Administration.</p> <p>Without firm action, it will be challenging to set a legal budget for 2022/23 onwards.</p> |
| 14. Best Case

This gap lessens to £54.1m under more optimistic assumptions | <p>In contrast if the Council is able to focus its spending on a few key priorities, contains pressures, and delivers on declared savings, then the financial position remains under control, with the budget gap containable within current levels of available reserves until 2024/25.</p> <p>This scenario does assume limited (£6m in 2022/23) additional CG support.</p> |
| 15. Worst Case

The gap grows to £235.1m by 25/26 under pessimistic assumptions | <p>If financial control is not maintained and the position continues to deteriorate, then the financial position quickly moves out of control. It does assume CG funding reductions of £12m p.a. (i.e. 1/3rd of our current RSG), but even without these reductions, a legal budget for 2022/23 onwards could not be set.</p> |
-

16. Figure 1 – Summary of Projected Budget Gap for the 4 years to 2025/26 (mid case)

<u>£m</u>	22/23*	23/24	24/25	25/26	Total
Reduction in Central Government Funding (Inc RSG)	15.4	0	0	0	15.4
Impact of Social Care Announcement 7/9/2021	0	0	0	0	0
Business Rates & Council Tax Income	-6.5	-6.6	-6.6	-6.6	-26.3
Corporate Expenditure variations	17.7	9.2	5.9	4.5	37.3
Social Care pressures	61.5	22.2	22.2	23.2	129.1
Other service pressures	9.9	0.5	2.8	3.5	16.8
Overall Budget Gap	98.0	25.4	24.3	24.6	172.3
Proposed Savings / Mitigations	-35.7	-11.9	-4.2	0.1	-51.7
Net Gap Still to Find	62.3	13.5	20.1	24.7	120.6
Use of Reserves Required	62.3	75.8	95.9	120.6	354.6

* 22/23 figures include brought forward Social Care pressures from 2021/22 of £34.8m

17. **Most pressures come from Social Care** The Council's Social Care services expect significant cost and demand pressures which, historically, have completely outstripped growth in local taxation. In addition, as illustrated earlier, the rate of increase in spend in these services has been much higher than our comparators. Adults' social care has moved from a mid-range spend per head, to highest quartile spend, whilst Children's social care has moved from low spend per head to mid-range, and at the current rate of increase will soon be a high spender as well.
- Work with partners, particularly in Health, has helped to contain some of these pressures, and there has been some pooling of budgets, and joint funding, with total s75 arrangements with Health partners worth over £25m. The pandemic has at least focused attention in the need to properly support care services. We should work locally and lobby nationally, to continue and expand this work post-pandemic, hopefully to direct more resources towards community care and prevention, and so reduce the size of the annual increases needed in acute spend.
18. **In addition, leisure pressures have become very significant** The pandemic has had a severe impact on the leisure sector, with most facilities closed for long periods of time, and consequent large falls in income.
- For 2020/21 and 2021/22 the Council has supported its two leisure partners by £15m per annum (up from £2m to £3m in 2019/20), and there is not yet an agreed path to reduce these subsidies to pre-pandemic levels.

The Council is currently considering its investment and operating options for Leisure and is exploring ways in which this can be done in a way that is affordable over the medium to long term.

Recommendations

19. **It is recommended that Members**
1. Note the forecast position;
 2. Note, as a planning assumption, core Council Tax increases of 2% each year;
 3. Note the additional pressures caused by the COVID crisis, and in response consider what further transformation savings are required, and lobby Central Government for additional financial support;
 4. Note that the Council's current level of reserves provides a limited amount of time for action to be taken strategically in response to the COVID crisis and the more general financial position, but that firm actions will be needed, on current projections, to maintain financial stability in the short to medium term. These actions will include further co-operation with other key stakeholders, in particular the NHS; and
 5. Note that unless firm action is taken to contain pressures, deliver agreed savings, and focus any new spending on a small number of key priorities, the Council's financial position will soon spiral out of control.

Appendix 1 – Underlying Assumptions

Key Assumptions / Scenario	Base Case
Income Variations	
RSG	This grant or central government funding will remain at 2021/22 levels, with the exception of £17.7m of one-off Covid funding being withdrawn in 2022/23.
Social Care funding	£2.3m of additional funding will be received in 2022/23, but this sum is offset by the additional costs of the Health and Social Care National Insurance Levy. Any further social care funding received during the MTFA period is anticipated to offset a reduction in fee income from social care clients as a result of the Governments' planned reforms, and therefore assumed to be a net nil impact for the Council. This assumption may be revised when more details around the distribution methodology of the levy are known but do currently pose a financial risk to the Council.
Business rates	<p>The overall position on Business Rates for the medium term is an anticipated reduction in the early years, with a slow recovery to current levels by 2024/25. This reduction is mainly the result of the anticipated economic downturn resulting from the Covid pandemic.</p> <p>The income reductions will be managed via the collection fund but will also require the utilisation of the specific Business Rates earmarked reserve. For these reasons the impact of reduced business rates income is shown as a nil impact for this MTFA. Further reduction beyond current forecast will result in a revisiting of the impact in the MTFA.</p> <p>Business ratepayers can seek an alteration to the rateable value of a property by appealing to the VOA. However, because of the large volume of appeals, decisions by the VOA can take several years. A prudent provision has been taken for the appeals and as such this should not impact on the MTFA. It is difficult to arrive at a reliable estimate of the potential refunds due on outstanding appeals in addition to any new ones that may be lodged. Based on the most recent data provided by the VOA, it is assumed that the cost of refunds due to appeals will remain at 2019/20 levels.</p> <p>There are a number of reliefs against business rates liability, including small business rates relief, charitable relief, and deductions for empty properties and partly occupied premises. The total value of these reliefs and deductions was £49.5m for 2021/22. This includes the Pre-Covid increase of Retail relief to 50% however it does not include the enhanced retail relief of £113m. It is anticipated that if the government repeated the enhanced relief, that local authorities would be fully compensated.</p> <p>Top-up Grant is forecast to rise in line with Government announcements but will be used to offset reduction in rates income.</p>
Council tax	<p>The MTFS has a planning assumption of a 2% per annum rise in Core Council Tax from 2022/23 to 2025/26, although the actual Council Tax level will be set by members each year, including any decision to take any future Social Care Precepts which the Government might announce.</p> <p>The tax base for Sheffield is forecast to continue growing, and provides us with enough confidence to forecast an increase of 1,300 new Band D</p>

equivalent properties for 2022/23 onwards. It is worth noting the forecast growth levels have been revised down by 200 Band D equivalents from the previously published MTFA, and reflects the anticipated impact of Covid 19 on the house building sector.

We are assuming that the number of properties claiming discounts, reliefs and/or the Local Council Tax Support Schemes, will increase in the short term due to the Covid 19 but recover during the MTFA period. Any reductions in income as a result of the above schemes or due to properties falling into arrears, will be managed via the collection fund and associated reserves.

Local Council Tax Support Scheme stays the same. The current CTSS in Sheffield which was introduced in 2013 requires council tax payers of working age to pay a minimum of 23% of their council tax bills. For financial planning purposes, it has been assumed that the scheme will not be altered in the medium term. However this will be an issue for Members to consider alongside the savings proposals for 2022/23 onwards.

Collection Fund surplus/ deficit	During the period of the MTFA the collection fund is anticipated to report a deficit position, but with losses funded via a combination of Government compensation and/or the Collection Fund reserve.
Specific grants	No additional specific grants are forecast.
Other Income	Rental income from the Heart of the City Development of approximately £3.5m for 2021/22. This reduces during 2022/23 after the anticipated sale of part of the development, but increase again in 2023/24, 2024/25 and 2025/26, as further phases of the development are completed.
Public Health	The public health grant will remain at 2021/22 levels for the period of MTFA.

Expenditure Variations

Pay inflation	2% per annum from 2022/23, to be absorbed by Portfolios
Pay strategy	An estimated £4.8m of pay and reward costs have been included over the period of this MTFA. This is above the 2% pay inflation that portfolios have added to their pressures. It also allows for the cost of increments to be taken corporately rather than by portfolios.
Employers' national insurance	1.25% increase in national insurance for 2022/23 to fund the Health and Social Care Levy. This cost is offset by additional funding from Government.
Pension Contributions	We anticipate that increased contributions will be required for 2023/24 onwards and we have set aside an earmarked reserve to cover these contributions. The Council do not anticipate that recent high-profile national legal cases affecting pension payments, such as the McCloud case, will significantly affect contributions payable, as the impact of these cases was largely anticipated by the actuary in their contribution figures for 2020/21 to 2022/23. Of course the stock market remains uncertain with both the COVID crisis, so falls are possible, which might well necessitate increased pension contributions from the date of the next valuation (currently 2023/24, but may be amended following current CG consultation).

Streets Ahead Contract Inflation	The Council investment in the Streets Ahead contract will result in the required amount increasing by between £1.6m and £1.1m per annum from April 2022, as planned, totalling £5.4m over the MTFA period.
Council Tax Hardship Fund	Hardship Fund increases by £0.2m per annum.
Heart of the City Capital Financing Costs	The MRP and Interest on borrowing for the city centre development will increase by £2.4m in 2022/23, £5.1m in 2023/24 and an additional £1.4m in 2025/26. This additional capital financing requirement is partly offset by the additional rental and business rates income the scheme is anticipated to generate.
Capital Financing Costs	SCC has been operating with an artificially low capital financial budget due to being under borrowed as a result of high cash balances. The level of cash available to SCC is anticipated to fall in the coming years with SCC having to therefore borrow to fund its capital spending. This additional requirement totals £7.0m over the period of the MTFA.
Portfolio pressure	Are the best estimates of the future costs in relation to demand for services, contract inflation cost pressures and national pay awards.

Appendix 2 – Assumptions adjustments applied to the Best, Worst and Mid cases

Area	Mid Case	Best Case	Worst Case
Impact on the opening position as at 1 st April 2022, by non-delivery of savings and additional pressures emerging in 2021/22	Non delivery of £34.8m	Non delivery of £34.8m	Non delivery of £40m
Full year effect (benefit) of corporate schemes (£6m due to be delivered recurrently in 2021/22; £9.5m in total).	Savings target reduced to £4.0m	Savings target reduced to £4.0m	Savings target reduced to £4.0m
Additional spending commitments made in 2021/22	£1.3m	£1.3m	£4m
Assumed <u>additional</u> savings identified or pressures mitigated	£0.0m	(£8m) 22/23 (£12m) 23/24, 24/25 & 25/26	£0.0m
Impact of further in-year savings non-delivery, or additional cost pressures emerging (annual additional costs)	£0.0m	£0.0m	non-delivery of £12m p.a.
Further MT impact of Covid on income and costs (loss for each year from 22/23); excl CT and BR; above the £3m already in the Oct 20 MTF A	None	None	£3m p.a.
MT impact of Covid on CT & BR income; GF impact	None	None	£3m in 23/24 and a further £3m in 24/25
Cost of subsidising Leisure (annually from 22/23), on top of the £2.8m p.a. agreed subsidy in ongoing budgets. (note these figures exclude a separate £2.8m in 22/23 for members' ongoing leisure strategy costs, falling to £1.3m p.a. from 23/24)	A further £4m in 22/23, dropping to £2m in 23/24, and nil in 24/25 onwards	A further £4m in 22/23, dropping to £2m in 23/24, and nil in 24/25 onwards	A further £10m from 22/23 onwards
Impact of other major projects (e.g. HotC, West Bar, CAZ). Additional costs from 22/23	nil	(£1m)	£2m
Additional impact of introduction of LACs, per annum	£0.0m	£0.0m	£1.5m

Appendix 3 Portfolio savings already declared and included in the 2021/22 Budget

Portfolio Savings

	BIP Reference*	Cost/ Contract Price Reduction £'000	Service Effectiveness £'000	Staff Cost Reductions £'000	Income Generation £'000	Total £'000
People						
Deputyship Income & Appointeeship Efficiencies	10.B1		(221)			(221)
Direct Payment Support	10.B2		(56)			(56)
Dementia Support	11.B1		(350)			(350)
Homecare Account Management	11.B2				(100)	(100)
Uplift to the Contribution Cap (Non-Residential Care Home)	11.B3	(344)				(344)
Market Reshaping (Care Homes)	11.B4		(3,000)			(3,000)
Continued Improvement of Income & Payment Services	11.B5				(1,099)	(1,099)
Libraries Offer & Income Opportunities	30.B1				(122)	(122)
Library Archive & Information Resources Review	30.B2			(94)		(94)
Reduction in Pension Costs	4.B1	(100)				(100)
Operational Efficiencies	4.B2			(16)		(16)
Annual Uplift on Traded Income	4.B3				(5)	(5)
Reduction to Postage & Insurance	4.B4		(160)			(160)
Capacity of Team Reduced (Transfer of Responsibility)	2.B1			(55)		(55)
Permanent vs Agency staff (Integrated Workforce)	19.B1			(200)		(200)
Placement Mix	21.B1		(1,460)			(1,460)
Demand Management in Placements	21.B2		(1,000)			(1,000)
Young Careleavers Transition & Semi Independent Living	21.B3	(500)				(500)
Residential Home Generating Additional Income	18.B1				(500)	(500)
Mental Health Reviewing & Reshaping	28.B1		(250)			(250)
Youth Staffing	28.B2			(15)		(15)
Staffing Review	34.B1			(55)		(55)
		(944)	(6,497)	(435)	(1,826)	(9,702)
Place						
Fees & Charges Review (Inflationary Increase)	41.B1/38.B2/37.B1/43.B2				(368)	(368)
Contract Saving & Refinancing	41.B2/41.B4	(1,950)				(1,950)
Sustainable Development Fund (Match Funding Ceased)	41.B3		(500)			(500)
End of Lease (Parkway Market)	41.B5	(100)				(100)
Housing Repairs Team	43.B1		(1,077)			(1,077)
Corporate Mail Service	43.B3		(100)			(100)
Vacant Posts Review	43.B4			(500)		(500)
		(2,050)	(1,677)	(500)	(368)	(4,595)
Policy, Performance & Communications						
Staffing Review	44.B2			(39)		(39)
General Savings	44.B3		(26)			(26)
Joint Research Project Income	44.B4				(15)	(15)
		0	(26)	(39)	(15)	(80)
Resources						
Register Office Charges	49.B2/49.B3				(28)	(28)
Workstyle Changes (Covid 19)	49.B5			(70)		(70)
Disestablishment of Planning and Performance Team	49.B6		(80)			(80)
New HR and Payroll System	52.B1		(30)			(30)
Members Allowances	53.B4	(19)				(19)
Staffing Review	50.B2			(310)		(310)
		(19)	(110)	(380)	(28)	(537)
Total Savings		(3,013)	(8,310)	(1,354)	(2,237)	(14,914)

Appendix 4 CIPFA Nearest Neighbour authorities

The following authorities are classified as statistically the 15 most similar authorities to Sheffield (i.e. our “nearest neighbours”) by CIPFA.

- Bristol
- Bolton
- Coventry
- Derby
- Dudley
- Kirklees
- Leeds
- Liverpool
- Newcastle
- Plymouth
- Salford
- Sunderland
- Tameside
- Wakefield
- Wigan



Author/Lead Officer of Report:
Damian Watkinson,
Finance Manager

Tel: 0114 273 6831

Report of: *Eugene Walker*

Report to: *Co-operative Executive*

Date of Decision: *20th October 2021*

Subject: *Capital Approvals for Month 05 2021/22*

Is this a Key Decision? If Yes, reason Key Decision:-	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
- Expenditure and/or savings over £500,000		<input checked="" type="checkbox"/>		
- Affects 2 or more Wards		<input checked="" type="checkbox"/>		

Which Individual Executive Member Portfolio does this relate to? ***Finance and Resources***

Which Scrutiny and Policy Development Committee does this relate to?
Overview and Scrutiny Management Committee

Has an Equality Impact Assessment (EIA) been undertaken? Yes No

If YES, what EIA reference number has it been given? *(Insert reference number)*

Does the report contain confidential or exempt information? Yes No

If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-

*“The (**report/appendix**) is not for publication because it contains exempt information under Paragraph (**insert relevant paragraph number**) of Schedule 12A of the Local Government Act 1972 (as amended).”*

Purpose of Report:

This report provides details of proposed changes to the Capital Programme as brought forward in Month 5 2021/22.

- (i) Approve the proposed additions and variations to the Capital Programme listed in Appendix 1, including the procurement strategies and delegate authority to the Director of Finance and Commercial Services or nominated Officer, as appropriate, to award the necessary contracts

**Background Papers:
Appendix 1**

Lead Officer to complete:-	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: <i>Tim Hardie</i>
	Legal: <i>Nadine Sime</i>
	Equalities: No
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	EMT member who approved submission: <i>Eugene Walker</i>
3	Individual Executive Member consulted: <i>Councillor Cate McDonald Individual Executive Member for Finance and Resources</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.
	Lead Officer Name: <i>Damian Watkinson</i>
	Job Title: <i>Finance Manager Business Partner Capital</i>

MONTH 05 2021/22 CAPITAL APPROVALS

1. SUMMARY

- 1.1 A number of schemes have been submitted for approval in line with the Council's capital approval process during the Month 05 reporting cycle. This report requests the relevant approvals and delegations to allow these schemes to progress.
- 1.2 Below is a summary of the number and total value of schemes in each approval category:
- 4 additions of specific projects to the capital programme creating a net increase of £7.710m;
 - 19 variations creating a net reduction of £3.575m;
 - 1 reprofile of expenditure with net nil impact on budget
- 1.3 Further details of the schemes listed above can be found in Appendix 1.

2. WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

- 2.1 The proposed changes to the Capital programme will improve the recreational leisure facilities, schools, roads and homes used by the people of Sheffield, and improve the infrastructure of the city council to deliver those services.

3. BACKGROUND

This report is part of the monthly reporting procedure to Members on proposed changes to the Council's capital programme.

4. OUTCOME AND SUSTAINABILITY

- 4.1 By delivering these schemes the Council seeks to improve the quality of life for the people of Sheffield.

5. OTHER IMPLICATIONS

5.1 Finance Implications

The primary purpose of this report is to provide Members with information on the proposed changes to the City Council's Capital Programme further details on each scheme are included in Appendix 1

5.2 Procurement and Contract Award Implications

This report will commit the Council to a series of future contracts. The procurement strategy for each project is set out in Appendix 1. The award of the subsequent contracts will be delegated to the Director of Financial and Commercial Services.

5.3 Legal Implications

Any specific legal implications in this report are set out in Appendix 1.

5.4 Human Resource Implications

There are no direct Human Resource implications for the Council.

5.5 Property Implications

Any specific property implications from the proposals in this report are set out at Appendix 1.

6. ALTERNATIVE OPTIONS CONSIDERED

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

7. REASONS FOR RECOMMENDATIONS

- 7.1 The proposed changes to the Capital programme will improve the services to the people of Sheffield
- 7.2 To formally record changes to the Capital Programme and gain Member approval for changes in line with Financial Regulations and to reset the capital programme in line with latest information.
- 7.3 Obtain the relevant delegations to allow projects to proceed.

Finance & Commercial Services | Commercial Business Development

October 2021

Scheme name / summary description		Value £'000
A	Economic growth	
	New additions	
	None	
	Variations and reasons for change	
	None	
B	Transport	
Page 107	New additions	
	None	
	Variations and reasons for change	
	None	
C	Quality of life	
	New additions	
	None	
	Variations and reasons for change	
	General Cemetery Scheme description Implementation of a programme of repairs, conservation and improvement works to the General Cemetery, following the review and detailed design by Colvin & Moggridge following their appointment in June 2021 and following planning amendments and subsequent approvals.	21/22 -182 22/23 -56 23/24 +238

Page 108	<p>The extent of the works has been subject to review and approval with the Sponsor, Design Team and National Lottery Heritage Fund (NHLF) to arrive at an affordable capital project which still delivers the NLHF approved purposes for which the grant was secured.</p> <p>What has changed? The Casey Group Ltd to be awarded the construction contract following the tender exercise.</p> <p>The capital objectives of the project as specified in the Outline Business Case will still be met, however repairs to the SW boundary wall, which is adjacent to Omega Court, are now excluded from the scope. These works are to be pursued by other means and under the management of the Project Sponsor.</p> <p>As a result of an extended tender period the works will now start on site November 2021 and complete March/April 2023</p> <p>Variation type: Reprofile</p> <p>Budget</p> <table border="0"> <tr> <td>Previous Years' Actuals</td> <td>£294.9K</td> <td></td> <td>£294.9K</td> </tr> <tr> <td>Current 21/22 Budget</td> <td>£1,156.5K - £181.6K =</td> <td></td> <td>£974.9K</td> </tr> <tr> <td>Current 22/23 Budget</td> <td>£1,920.5K - £56.5K =</td> <td></td> <td>£1,864.0K</td> </tr> <tr> <td>Current 23/24 Budget</td> <td>£26.0K + £238.1K =</td> <td></td> <td>£264.1K</td> </tr> <tr> <td>Total Budget</td> <td>£3,397.9K +</td> <td>£0.0K =</td> <td>£3,397.9K</td> </tr> </table> <p>Capital Funding</p> <table border="0"> <tr> <td>National Lottery Grant</td> <td>£2,626.3K</td> </tr> <tr> <td>S106</td> <td>£91.2K</td> </tr> <tr> <td>Capital Receipts</td> <td>£344.0K</td> </tr> <tr> <td>Revenue Contributions</td> <td>£336.4K</td> </tr> <tr> <td>Total</td> <td>£3,397.4K</td> </tr> </table>		Previous Years' Actuals	£294.9K		£294.9K	Current 21/22 Budget	£1,156.5K - £181.6K =		£974.9K	Current 22/23 Budget	£1,920.5K - £56.5K =		£1,864.0K	Current 23/24 Budget	£26.0K + £238.1K =		£264.1K	Total Budget	£3,397.9K +	£0.0K =	£3,397.9K	National Lottery Grant	£2,626.3K	S106	£91.2K	Capital Receipts	£344.0K	Revenue Contributions	£336.4K	Total	£3,397.4K
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Total	£3,397.4K																															
Funding	See Funding Section above																															
Procurement	N/A																															
D	Green and open spaces																															
	New additions																															
	<p>Parson Cross Sports & Physical Activity Hub FEASIBILITY</p> <p>Why do we need the project?</p>																															

There is an ambition to re-energise and fulfil the potential of Parson Cross park, facilitating initiatives to improve health and wellbeing of residents and strengthen community assets.

The pavilion appears structurally sound, however the shared access corridors between the changing rooms and showers do not meet current standards and are not appropriate for use, as defined by SCC, Sport England, and National Governing Bodies of Sport.

It is the home of 3 sport development clubs, and is also used, with significant success, by the Sheffield Inclusion Service. However, the current standard of the facilities are inadequate for this use.

The site suffers from a serious motorcycle problem, which presents a significant danger to sports users. The fields also suffer from dog abuse, and the playing field drainage system needs a maintenance upgrade to function as required. Combined, these issues present a barrier to participation.

Why address it now?

- Parson Cross Park was chosen as the priority site for RLWC2021 (Rugby League World Cup) and allocated £200K towards to refurbishment of the pavilion through its capital grants programme.
- The Johan Cruyff Foundation has chosen Parson Cross Park as the location to benefit from funding for a Cruyff Court (3g pitch) providing potential funding of £50k.
- The boiler has been decommissioned, so there's no hot water or heating
- Two of the sports development clubs are using facilities elsewhere

Implications of not doing it now?

- Loss of Rugby Funding
- No Cruyff Court
- Continued degeneration of the pavilion
- Inappropriate conditions for the Inclusion Service
- Unsafe sports pitches
- Loss of sports clubs
- There will be a continuation of poor quality and limited maintenance of many of these facilities, which will have a detrimental effect on both the quality of training and play

How are we going to achieve it?

- Develop initial pavilion plans and cost estimates for use in funding application to RLWC & Football Foundation
- Develop initial pitch improvement plans and cost estimates for ancillary facilities (to be progressed as a separate OBC)
- Assess constraints & identify procurement method
- Undertake survey works where required

What are the benefits?

Objectives

- Develop initial plans and cost estimates
- Assess constraints, procurement method and identify consultants
- Undertake survey works
- Assess planning requirements
- Agree option to be taken forward

Benefits

The aim of the project is to enhance the quality of sport and activity provision in Parson Cross Park across several sports for the community, sport clubs and Inclusion Service.

The Sport and Physical Activity Hub Developments would ensure that Parson Cross has first class facilities for both the existing population and the new residents who will occupy the substantial housing developments, which are close to completion for the surrounding area. Developing a sports hub to be used by multiple clubs and the community will allow a more comprehensive facility mix to be created, providing economies of scale, and increasing the viability and sustainability of the new resource.

Local partners and sport clubs are working together with relevant National Governing Sports Bodies to agree the strategic objectives, option appraisals for the facilities, develop detailed specification, designs, and a sustainable operating model.

When will the project be completed?

Feasibility completion November21

Costs 21/22

CDS Fees	£1.7K
Design Fees	£8.0K
Surveys	£1.0K
Total	£10.7K

Funding Source	S106 Agreement 1102	Amount	£10.7K	Status	S106 allocated to the site	Approved	Green & Open Spaces PG 20.09.21
Procurement	i. Feasibility undertaken by the Capital Delivery Service and the Capital Delivery Service Partner.						

Variations and reasons for change

Forge Dam Heritage & Wildlife Improvements	+264
Scheme description	

Forge Dam is a popular location managed by the Parks and Countryside Service at the head of the Porter Valley. The heavily silted millpond is a hazard to visitors and is gradually eroding the heritage and biodiversity value of the site. Restoration works are complex due to the sensitivity of the aquatic environment and the popularity of Forge Dam as a visitor destination.

What has changed?

It's been possible to appoint a design and build specialist (award approved April 2021 as Stage 1) to complete site investigations, provide detailed design specification and a cost plan for the delivery stage before planning permission expires at the end of November 2021. The design and cost plan for the pond and associated water course works is now complete with the project ready to progress to the delivery stage, Stage 2.

Further funding has been secured as initial estimates of the works showed more budget was required, see Funding Section. This will allow the award of the contract for the delivery of the pond element based on the cost plan provided and agreed scope of works, to be delivered commencing October 2021.

The proposed access and signage improvements will come forward as a separate stage so that specialists can deliver both elements.

What are the benefits?

- The pond will be restored to be an attractive feature of a popular destination
- A long-term solution will be put in place to reduce future sediment deposition and therefore maintenance costs
- The value of the site to wildlife will be enhanced
- The project will generate cover material needed for the closed landfill site at Beighton

Variation type: Budget increase

Budget

Previous Years' Actuals	£1.4K	£1.4K
Current 21/22 Budget	£325.3K +£254.9K =	£580.2K
Current 22/23 Budget	£0.0K + £9.1K =	£9.1K
Total Budget	£326.7K + £264.0K =	£590.7K

Funding

Original allocation:

S106	£66.6K
FoPV	£260.1K
Total	£326.7K

Additional:

Green Recovery Challenge Grant	£225.0K
FoPV	£20.0K
Additional S106	£14.0K
Local CIL Fulwood	£4.0K

	<table border="0"> <tr> <td>Ward Pot Fulwood</td> <td style="text-align: right;">£0.5K</td> </tr> <tr> <td>Ward Pot Ecclesall</td> <td style="text-align: right;">£0.5K</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">£264.0K</td> </tr> </table> <p>N.B. Green Recovery Challenge Grant was approved to be accepted 18th August 2021 The extra S106 Agreement, CIL and Ward Pots were all approved by Ward Councillors 31st August 2021</p> <table border="1"> <tr> <td>Funding</td> <td>See Section above</td> </tr> <tr> <td>Procurement</td> <td>N/A</td> </tr> </table>	Ward Pot Fulwood	£0.5K	Ward Pot Ecclesall	£0.5K	Total	£264.0K	Funding	See Section above	Procurement	N/A											
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Total	£264.0K																					
Funding	See Section above																					
Procurement	N/A																					
Page 112	<p>Parkwood Springs Active Park</p> <p>Scheme description The overall objective of the project is to deliver a range of improvement phases from the masterplan. This will help make Parkwood Springs a vibrant place to visit with a variety of new facilities and infrastructure which will create an 'Active Park' and destination site for the people from the local area, the city, and region.</p> <p>Work Package 1 builds on insight and experience from across the city of Sheffield and Parkwood Springs itself, in designing and installing Mountain Bike (MTB) tracks. It will extend the Parkwood MTB trail network across a greater area of the site.</p> <p>What has changed? The British Cycling Places to Ride Fund for £500K administered by Sport England has now been secured and was approved for acceptance in August 2021. This with other SCC funding secured allows the project to progress, firstly with Work Package 1 to design and build of 6.8km of new and improved MTB trails with a Construction Contract Period of January to April 2022</p> <p>Variation type: Budget increase</p> <p>Budget</p> <table border="0"> <tr> <td>Previous Years' Actuals</td> <td style="text-align: right;">£0.8K</td> <td style="text-align: right;">£0.8K</td> </tr> <tr> <td>Current 21/22 Budget</td> <td style="text-align: right;">£40.0K + £456.8K =</td> <td style="text-align: right;">£496.8K</td> </tr> <tr> <td>Current 22/23 Budget</td> <td style="text-align: right;">£0.0K + £77.4K =</td> <td style="text-align: right;">£77.4K</td> </tr> <tr> <td>Total Budget</td> <td style="text-align: right;">£40.8K + £534.2K =</td> <td style="text-align: right;">£575.0K</td> </tr> </table> <p>Funding</p> <table border="0"> <tr> <td>British Cycling Place to Ride Fund</td> <td style="text-align: right;">£500.0K</td> </tr> <tr> <td>S106</td> <td style="text-align: right;">£17.7K (£84.3K available in total)</td> </tr> <tr> <td>Public Health Funding</td> <td style="text-align: right;">£57.3K (£150K available in total)</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">£575.0K</td> </tr> </table>	Previous Years' Actuals	£0.8K	£0.8K	Current 21/22 Budget	£40.0K + £456.8K =	£496.8K	Current 22/23 Budget	£0.0K + £77.4K =	£77.4K	Total Budget	£40.8K + £534.2K =	£575.0K	British Cycling Place to Ride Fund	£500.0K	S106	£17.7K (£84.3K available in total)	Public Health Funding	£57.3K (£150K available in total)	Total	£575.0K	+534
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Total	£575.0K																					

	Funding	See Section above	
	Procurement	i. Open Competitive Tender Process with a Suitability Assessment	
E	Housing growth		
	New additions		
	None		
	Variations and reasons for change		
Page 113	<p>Council Housing New Build Phase 15 – Gaunt Road</p> <p>Scheme description In the Sheffield area there is a lack of choice in the type of Council homes available for those trying to access council housing market, largely as a result of Right to Buy.</p> <p>As part of the Council’s response to these factors, Cabinet approved the development of a mixed programme of acquisitions and new build to replace the Council’s reducing housing stock. In order to support this vision SCC have an ambitious and challenging Housing Growth agenda with the need to deliver new council properties through the Stock Increase Programme, meeting the growing population and the significant demand for new and varied types of housing.</p> <p>A Master Programme has been developed generating a short list of sites owned by SCC which appeared to be appropriate for council housing development. Gaunt Road being one of the sites.</p> <p>What has changed? Development at Gaunt Road was originally planned to be on the same contract as the Daresbury and Berners scheme, however, the Gaunt site required a longer design period due to the following issues:</p> <ul style="list-style-type: none"> • The potential masterplan and house type options are limited due to the difficult site topography • Development required the creation of new house types from the standard ones already established, significant retaining walls and possibly elevated buildings • Significant highway issues • Sensitive development with long consultation periods required • Requirement to align this development with the Gleadless Valley masterplan • Estimated costs are very risks based on the above • A separate programme would be required to deal with the above issues and not interfere with the delivery of Daresbury and Berners • Potential abortive negotiation costs if scheme is not ultimately deliverable 		+4,492

<p>Due to the above development of Gaunt was split out into a separate scheme in July 2020 so that Daresbury and Berners could progress.</p> <p>The scheme was taken back to feasibility and re-worked. A report was presented to Housing Growth Programme Group in September 2020 including latest cost estimates and viability, for the Group to decide whether to progress with the scheme in its new form. Approval was given.</p> <p>The scheme is now to build approximately 30 new Council homes, (an increase from the 19 originally proposed for the scheme), delivered June 2023, through a well-defined, time limited project which will diversify the existing housing stock and delivers on the following objectives:</p> <ul style="list-style-type: none"> • The project will deliver new council housing, as part of the Stock Increase Programme • To provide a housing mix that integrates with the whole programme of Housing delivery and is in line with the identified need • To provide good quality and sustainable homes, using the fabric first approach to increase thermal comfort and reduce fuel bills <p>What are the Benefits?</p> <ul style="list-style-type: none"> • Contribution to replenishing the Council’s housing stock, which is essential to the health of the self-financing HRA Business Plan and to the provision of the affordable housing that the city needs, as is the aim of the Stock Increase Programme • Deliver approximately 30 new affordable homes in the City comprised of 2 bed 4 person and 3 bed 5 person family homes • Regenerate a vacant site in SCC ownership • Provide types of social housing to meet current needs • The new homes will be high quality; designed and developed in line with the agreed performance specification/ standards for general needs Council homes in Sheffield (covering elements such as environmental performance, space standards, and accessibility) • Reduce maintenance costs to SCC through well thought out design and running costs to the occupiers through the fabric first approach <p>Variation type: Budget increase to reflect higher volume of houses to be delivered and increased costs as a result of challenges outlined above</p> <p>Budget</p> <table border="0"> <tr> <td>Previous Years’ Actuals</td> <td>£39.6K</td> <td>£39.6K</td> </tr> <tr> <td>Current 21/22 Budget</td> <td>£1,983.7K - £1,684.1K =</td> <td>£299.6K</td> </tr> <tr> <td>Current 22/23 Budget</td> <td>£0.0K + £4,955.3K =</td> <td>£4,955.3K</td> </tr> <tr> <td>Current 23/24 Budget</td> <td>£0.0K + £1,220.6K =</td> <td>£1,220.6K</td> </tr> <tr> <td>Total Budget</td> <td>£2,023.3K + £4,491.8K =</td> <td>£6,515.1K</td> </tr> </table>	Previous Years’ Actuals	£39.6K	£39.6K	Current 21/22 Budget	£1,983.7K - £1,684.1K =	£299.6K	Current 22/23 Budget	£0.0K + £4,955.3K =	£4,955.3K	Current 23/24 Budget	£0.0K + £1,220.6K =	£1,220.6K	Total Budget	£2,023.3K + £4,491.8K =	£6,515.1K	
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Current 23/24 Budget	£0.0K + £1,220.6K =	£1,220.6K														
Total Budget	£2,023.3K + £4,491.8K =	£6,515.1K														
Funding	HRA Borrowing £5,943.3K + S106 £396.2K + 1-4-1 £175.7K ;maybe subject to a future Homes England Grant bid															
Procurement	i. Direct appointment by rotation on the YORbuild2 framework lot 7 followed by negotiation of an agreed fixed price.															
Council Housing New Build Phase 16 – Newstead Site Enabling Works		-1,205														

Page 115	<p>Scheme description To deliver the enabling works for the whole of the site (associated projects are Newstead General Needs (GN) delivering 77 units and Newstead Older Persons Independent Living(OPIL) delivering 141 units) to mitigate the risk of unknown ground conditions having an impact on the main build contracts.</p> <p>What has changed? The scope and objectives have reduced since the Outline Business Case, which envisaged more extensive works on utilities connections, Highways surfacing and retaining walls. It has now been deemed preferable to incorporate these back into the main contracts for the GN and OPIL projects, and therefore a reduction in scope for this element of the scheme.</p> <p>Delivery now expected June 2022, which has also changed since the Outline Business Case due to slippage in the two linked projects, extension of the tender period to ensure compliant tenders received, and an increased construction programme due to length of time required for procurement of statutory services diversions.</p> <p>The contingency allowance has increased however, due to the receipt of a quotation for Water diversions substantially in excess of anticipated sum.</p> <p>Variation type: Budget decrease</p> <p>Budget Previous Years' Actuals £7.3K Current 21/22 Budget £4,082.1K - £2,222.0K = £1,860.1K Current 22/23 Budget £70.6K + £993.3K = £1,063.9K Current 23/24 Budget £0.0K + £23.5K = £23.5K Total Budget £4,160.0K - £1,205.2K = £2,954.8K</p>		
	Funding	HRA Borrowing £2,068.4K + 1-4-1 £886.4K ;maybe subject to a future Homes England Grant bid	
	Procurement	N/A	
	<p>Council Housing New Build Phase 5 – Newstead General Needs (GN)</p> <p>Scheme description To build approximately 77 new Council homes through a well-defined, time limited project which will diversify the existing housing stock.</p> <p>What has changed? The tender process carried out on Newstead Enabling was reduced in scope to minimise the risk of not interfacing with the main GN and OPIL contracts. The scope removed from the Enabling project i.e. utilities reconnections and highways formation, has been re-incorporated into the GN and OPIL projects.</p>		+552

	<p>Current 23/24 Budget £13,140.0K + £1,894.7K = £15,034.7K Current 24/25 Budget £2,146.2K + £2,245.3K = £4,391.5K Current 25/26 Budget £0.0K + £389.8K = £389.8K Total Budget £26,938.2K + £1,198.9K = £28,137.1K</p>	
Funding	Variation - HRA Borrowing; maybe subject to a future Homes England Grant bid	
Procurement	N/A	
Page 117	<p>Q0087 Council Housing Stock Increase Programme Block Allocation</p> <p>Scheme description Block allocation of funding for the Council Housing Stock Increase Programme</p> <p>What has changed?</p> <ol style="list-style-type: none"> The Outline Business Case for the development at Gaunt Road has been received and is going through for approval, therefore funds need to be drawdown to cover the costs. See separate entry above for Council Housing New Build Phase 15 – Gaunt Road The Final Business Case for the Newstead Enabling scheme has been received and has reduced in cost due to changes in scope. However, the other 2 elements of the scheme, GN and OPIL, have increased costs, which has been reported to and agreed at Housing Growth Programme Board 20th September 2021. A small amount of extra funding therefore needs to be drawdown to cover those costs. <p>See separate entries above for: 97572 Council Housing New Build Phase 16 – Newstead Enabling 97559 Council Housing New Build Phase 5 – Newstead GN 97560 Council Housing New Build Phase 6 – Newstead OPIL</p> <p>Total drawdown £4,491.8K Gaunt + £545.8K Newstead = £5,037.6K</p> <p>Variation type: Budget decrease</p> <p>Budget</p> <p>Current 21/22 Budget £1,756.2K + £3,119.1K = £4,875.3K Current 22/23 Budget £22,171.6K - £5,168.6K = £17,003.0K Current 23/24 Budget £63,404.1K - £2,988.1K = £60,416.0K Current 24/25 Budget £32,293.1K - £0.0K = £32,293.1K</p>	-5,038

	<p>Current 25/26 Budget £12,261.0K - £0.0K = £12,261.0K Total 21/26 Budget £131,886.0K - £5,037.6K = £126,848.4K</p>	
	<p>Funding Various including HRA Borrowing, S106, Land Receipts, and Grants</p>	
	<p>Procurement N/A</p>	
F	Housing investment	
	New additions	
Page 118	<p>Housing / Place IT Systems</p> <p>Why do we need the project?</p> <ul style="list-style-type: none"> The Housing & Neighbourhoods Service (HNS) and Place Portfolio has an ambitious agenda to transform their customer experience and create efficiencies through improvements to their digital applications and practice models The solution will enable the information and system elements required to implement HNS and wider Place Strategies currently being hampered by limited functionality The different applications in use across the HNS and the portfolio are not integrated, nor do they interface; this results in significant inefficiencies increasing risk and inhibits decision-making Many of the systems are very old and either do not provide the required functionality or are no longer supported by the supplier. Lack of functionality has resulted in manual workarounds and additional staffing Existing applications currently result in high transactional costs and high cost of existing applications and application support. The changes proposed will help achieve the HRA 30 Year Plan <p><i>Why address it now?</i></p> <ul style="list-style-type: none"> OHMS (the system used to manage the core of Housing Operations) has been identified as the portfolio's most significant ICT pressure; it is approaching end of life and needs to be addressed urgently Efficiencies and costs savings identified are required to manage budget pressures; 80% of customers can self-serve given required functionality and resources need to be better targeted to support the 20% with greater needs <p><i>Implications of not doing it now</i></p> <ul style="list-style-type: none"> OHMS is approaching end of life and its functionality needs to be replaced urgently, and the current contract end date is March 2023. If the system isn't changed now then it may fail, preventing HNS from delivering the bulk of their services and core housing management functions e.g. collection of rents, rehousing etc. <p>How are we going to achieve it? A digital solution to replace OHMS, its associated ecosystem and to rationalise and stabilise other housing and Place systems e.g ABRITAS, APEX, Technology Forge and FLARE. This may take the form of one integrated housing management system or more than one system. If there is more</p>	+7,629

than one system needed we will ensure that there is robust integration between the systems. The preferred approach will be known during the full procurement exercise.

What are the benefits?

Objectives

- Better integrated services and improved links
- Improved customer experience
- More efficient use of resources
- Reduce unnecessary contact
- Better management of assets and stocks
- Reduced costs
- Increased income
- Improved business intelligence

Outputs

- Single digital solution for HNS that will also be viable for use by Corporate Assets
- New practice model for HNS

Benefits

- Improved customer experience
- Improved workforce satisfaction
- Direct cost savings on IT Support and Systems
- Greater productivity

When will the project be completed?

Estimate; begin roll out from December 2022 with completion in April 2023. However, if a contract extension for OHMS until September 2023 is secured that timeframe can be extended to roll out greater functionality, reduce risk and increase benefits.

Costs

As the new system will be an intangible asset there are only certain elements of the work that can be capitalised per the Accounting Code of Practice. These are:

- the purchase price of the new system
- any directly attributable cost of preparing the asset for its intended use, including:
 - the cost of employee benefits that arise directly from bringing the asset into its working condition
 - professional fees
 - costs of testing whether the asset works properly

Therefore, any costs incurred undertaking feasibility, defining hardware and software specifications, evaluating alternative products and suppliers, and selecting preferences are revenue and are expected to be £1,751K and were approved as part of budget variations in September.

Page 120	<p><i>Capital Costs</i> Application Solution £2,800.7K Technical Costs £1,061.0K Development Costs £300.0K Project Staff Costs £3,467.0K Total Capital £7,628.7K</p> <p><i>Budget</i> Budget 22/23 £4,867.7K Budget 23/24 £1,900.0K Budget 24/25 £861.0K Total £7,628.7K</p> <p><i>Funding</i> Drawdown from IT Upgrade Block Allocation £5,000.0K Additional required £2,628.7K Total £7,628.7K</p>							
	Funding Source	Q0095 IT Upgrade Block Allocation HRA Major Repairs Reserve	Amount	£7,628.7K	Status	£5m already available in Block Allocation for IT Upgrade (Q0095) £2.6m to be allocated from MRR as an addition to the Capital Programme	Approved	Housing Investment Programme Group August 2021
	Procurement	i. Digital housing management system by mini-competition or direct award via Crown Commercial Services' Data and Application and Solution Framework.						
Variations and reasons for change								
<p>Q0095 IT Upgrade Block Allocation</p> <p>Scheme description Block allocation of funding for upgrade/replacement of Housing / Place IT systems.</p> <p>What has changed? The Outline Business Case for the replacement of the Housing OHMS system and associated ecosystem, has been submitted so the £5m allocation needs drawing down to help fund the scheme. The additional funding of £2.6m required is an increase to the Capital Programme and will be transferred from the Major Repairs Reserve. See separate entry above for Housing Place IT System.</p>								-5,000

	<p>Variation type: Budget decrease</p> <p>Budget Current 21/22 Budget £430K - £430K = £0 Current 22/23 Budget £1,570K - £1,570K = £0 Current 23/24 Budget £1,750K - £1,750K = £0 Current 24/25 Budget £1,250K - £1,250K = £0 Total 21-25 Budget £5,000K - £5,000K = £0</p>	
	<p>Funding HRA</p>	
	<p>Procurement N/A</p>	
<p>Page 121</p>	<p>Council Housing Capitalised Repairs</p> <p>Scheme description Financial guidelines allow certain qualifying repair works to be funded from Capital budgets rather than revenue. Qualifying works undertaken by the Repairs and Maintenance Service (RMS) can therefore be 'capitalised'. This budget was set up to enable RMS to immediately carry out this type of work by:</p> <ul style="list-style-type: none"> • Implementing an agreed process that is clear and unambiguous and which includes a concise referral form and defined referral route • Implementing defined and explicit criteria for works that qualify for capitalisation • Having a clear approval route including defined approval levels • Having formal financial reporting against a set budget allocation <p>What has changed? RMS submitted a claim for 2020/21 capital repairs on 23 March 2021 the value of which was initially agreed at £407k. This amount was accrued as there was not sufficient time given to verify the capital nature or otherwise of the claim. Now evidence had been provided and any errors rectified the agreed claim is £464K, and increase of £57K compared to the accrual taken.</p> <p>The 20/21 budget was £500K so the claim is within that, but as the accrual was taken for £407K the remaining £93K was moved back to a block allocation budget. £57K of this now needs bringing back into the budget to meet the increased 20/21 claim value.</p> <p>Variation type: Budget increase</p> <p>Budget Current 21/22 Budget £0 + £57K = £57K Total Budget £0 + £57K = £57K</p>	<p>+57</p>

	Funding	HRA via Block Allocation for "Other Essential Works"	
	Procurement	N/A	
Page 122	Council Housing - Other Essential Work Block Allocation		-57
	Scheme description Block allocation of funding for other essential work.		
	What has changed? The RMS claim for capitalised repairs (see above) wasn't finalised at the end of 20/21 so an accrual of £407K was taken. Now the claim evidence has been checked and verified the agreed claim amount is £464K, an increase of £57K. As £93K not spent was moved back to this block allocation at the end of 20/21, £57K of this can be drawn back into the Business Unit to pay for the extra amount agreed.		
	Variation type: Budget decrease		
Budget			
Current 21/22 Budget £579.4K - £57.0K = £522.4K			
Total 21-26 Budget £3,592.9K - £57.0K = £3,535.9K			
	Funding	HRA	
	Procurement	N/A	
G	People – capital and growth		
	New additions		
	Abbey Lane School Combined Heat and Power (CHP) Replacement		+23.7
	Why do we need the project?		
	<ul style="list-style-type: none"> ○ The Combined Heat & Power (CHP) unit that serves the extension to Abbey Lane Primary School has broken down and a permanent, appropriate, replacement solution needs to be found and implemented. ○ A specialist engineer visited in February 2021 and found a major engine failure with the unit being beyond repair. ○ A back-up boiler is operating but is not fit for purpose – it does not heat the building adequately or heat the water to statutory testing temperature requirements. ○ The school is also incurring additional costs due to not having the free electricity from the CHP unit. 		

How are we going to achieve it?

- Provide a new boiler and replacement heating system for the extension:
 - Remove the existing CHP unit and buffer tank and replace with a new gas fired boiler linked to the existing boiler flow and return header.
 - Replace the existing 180 litre hot water calorifier with a larger high output unit.
 - Modify the existing controls to suit the new layout.
 - Recommission the existing controls to the Hall underfloor heating circuit.
 - Recommission the existing heating system ensuring correct circulation around each circuit.
 - Replace the hot water secondary circulating pump for a more suitably sized unit.

What are the benefits?

- New gas fired boiler and heating system.
- Upgraded controls.
- Provide the extension with adequate and reliable heating and hot water and upgraded controls.

How will this project contribute towards the delivery of 'Net Zero by 2030'?

- Efficient form of heating for the extension.

When will the project be completed?

31/03/2021

Funding Source	DfE Condition Allocation	Amount	£12.4k feasibility +£23.7k Works £36.1k Total	Status		Approved	
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Procurement i. Works will be undertaken by the in-house Repairs & Maintenance team.

Variations and reasons for change

<p>Halfway Infants School Office Refurb</p> <p>Scheme description</p> <ul style="list-style-type: none"> • The whole building is in an extremely poor condition with extensive decay to the timber wall panels and vertical and horizontal wall framework, timber window casements and external fire door resulting from water ingress. 	+127.1
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	<ul style="list-style-type: none"> The Head Teacher’s Office room has the culmination of several factors creating an all-encompassing problem. This office cannot be classed as habitable in the terms of current construction comfort standards and following the results of the air sampling which indicated the presence of fungal spores from a species which are considered allergenic and pathogenic in humans If not addressed the Office Block building will be unusable at some point in the near future. <p>What has changed?</p> <ul style="list-style-type: none"> This is a re-submission of the original Outline Business Case (OBC), which was submitted and approved in October 2020. Four contractors were approached through the Modular Section of the LHC Framework and the YORbuild2 Rotation Framework. The modular specialist submitted a final price significantly higher than the construction cost leading to the proposed to be viewed as failing to represent good value for money. Recent engagement with a contractor using a non-modular, traditional solution has returned a cost that is higher than the current budget provision but appears to align with the current post-Covid inflated market, therefore it is recommended we progress the project and submit this revised OBC budget variation request. <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase: +£127.1k in addition to previous OBC figure for reasons noted above. Scope: changed solution from a modular building to a traditional one. 			
	<table border="1"> <tr> <td data-bbox="183 874 336 938">Funding</td> <td data-bbox="336 874 1980 938">DfE Condition Allocation</td> </tr> </table>	Funding	DfE Condition Allocation	
Funding	DfE Condition Allocation			
	<table border="1"> <tr> <td data-bbox="183 938 568 1126">Procurement</td> <td data-bbox="568 938 1980 1126"> <ul style="list-style-type: none"> i. Demolition and construction work by closed competitive tender using Constructionline to shortlist local and / or regional contractors to tender. ii. Asbestos survey via the existing Corporate Asbestos Surveyor and Project Management framework, iii. Construction related professional services undertaken in-house by the Capital Delivery Service. </td> </tr> </table>	Procurement	<ul style="list-style-type: none"> i. Demolition and construction work by closed competitive tender using Constructionline to shortlist local and / or regional contractors to tender. ii. Asbestos survey via the existing Corporate Asbestos Surveyor and Project Management framework, iii. Construction related professional services undertaken in-house by the Capital Delivery Service. 	
Procurement	<ul style="list-style-type: none"> i. Demolition and construction work by closed competitive tender using Constructionline to shortlist local and / or regional contractors to tender. ii. Asbestos survey via the existing Corporate Asbestos Surveyor and Project Management framework, iii. Construction related professional services undertaken in-house by the Capital Delivery Service. 			
	<p>Care Leavers Accommodation</p> <p>Scheme description</p> <ul style="list-style-type: none"> Refurbishment and remodelling of a property, following purchase completion March 2020, to provide 6 self-contained flats for young people leaving care, associated external spaces and provision of office accommodation. Planning Approval was granted on 26th March 2021. <p>What has changed?</p> <ul style="list-style-type: none"> This request is for additional funding to meet an increase in the contract value. due to: <ul style="list-style-type: none"> changes to the structural approach and phased construction as a result of the exposure of the original stacked stone nature of the existing foundations which was not evident on initial surveys; and 	+79.9		

	<ul style="list-style-type: none"> ○ inclusion of Qmark Trada specification for fire doors post contract award. <p>Variation type: -</p> <ul style="list-style-type: none"> ● Budget increase: +£79.9k in addition to previous Outline Business Case figure for reasons noted above. ● Scope: minor changes as outlined above. 			
	<table border="1"> <tr> <td data-bbox="183 395 336 459">Funding</td> <td data-bbox="336 395 1980 459">CIF allocation for “Vulnerable Children and Young Adults”</td> </tr> </table>	Funding	CIF allocation for “Vulnerable Children and Young Adults”	
Funding	CIF allocation for “Vulnerable Children and Young Adults”			
	<table border="1"> <tr> <td data-bbox="183 459 566 523">Procurement</td> <td data-bbox="566 459 1980 523">N/A</td> </tr> </table>	Procurement	N/A	
Procurement	N/A			
Page 125	<p>Broomhill Infants Heating</p> <p>Scheme description</p> <ul style="list-style-type: none"> ● A rolling programme of building condition surveys is carried out across the schools estate. This information is used to prioritise capital resources into programmes of work that will have the most impact on maintaining buildings that are fit for purpose and prevent the closure of CYPF buildings, particularly schools. Within these programmes the data enables us to rank buildings according to the scale and urgency of work required. ● The heating system at Broomhill Infant School has significant operational problems and is at the end of its life. ● The system has been identified as a priority for replacement. The replacement will take the form of an Air Source Heat Pump (ASHP) System <p>What has changed?</p> <ul style="list-style-type: none"> ● 2 factors have prompted a request to increase the budget: <ul style="list-style-type: none"> ○ The school is located within a Conservation Area and following early engagement with the Conservation Officer a full planning application will need to be submitted. This means extra design time and fee to provide a design that is acceptable to Planning as well as Building Control ○ Extra has been allowed against construction costs and contingency to cover: <ul style="list-style-type: none"> ▪ Craning the ASHP condensers into position on the roof – indicative craneage costs have been obtained from a local contractor. The units are delivered as a whole, not in component form for assembly on site. ▪ Current volatility around steel prices, as the condensers will be supported on a steel frame to minimise loading on the roof. <p>Variation type: -</p> <ul style="list-style-type: none"> ● Budget increase: +£55k as outlined above. 	+55.0		
	<table border="1"> <tr> <td data-bbox="183 1393 336 1485">Funding</td> <td data-bbox="336 1393 1980 1485">DfE Condition Allocation</td> </tr> </table>	Funding	DfE Condition Allocation	
Funding	DfE Condition Allocation			
	<table border="1"> <tr> <td data-bbox="183 1485 566 1544">Procurement</td> <td data-bbox="566 1485 1980 1544">N/A</td> </tr> </table>	Procurement	N/A	
Procurement	N/A			
	<p>Various Schools Fire Risk Assessment works</p> <ul style="list-style-type: none"> ● Bankwood School: +£45.5k 	+127.4		

Page 126	<ul style="list-style-type: none"> • Lydgate Junior: +£25.8k • Greenhill Primary: +£ 8.9k • Pipworth Comm Pmy: +£18.4k • Hunters Bar Junior: +£21.0k • Hunters Bar Infants: +£ 7.8k <p>Scheme descriptions</p> <ul style="list-style-type: none"> • The schemes were originally commissioned as part of a wider programme of Fire Risk Assessment Works. • They were to cover the installation of full audible fire detection systems, emergency lighting, fire doors and improvements to fire compartments to meet statutory requirements. <p>What has changed?</p> <ul style="list-style-type: none"> • The schemes are requesting approval for additional DfE Condition Allocation funds to meet an increase in costs because of having to source and commission an alternative supplier to complete Fire Risk Assessment rectification works, following disputed defects arising from a previous contractor. <p>Variation type: -</p> <ul style="list-style-type: none"> • Budget increase: +£127.4k. 		
	Funding	DfE Condition Allocation	
	Procurement	N/A	
	<p>9 Fire Risk Assessment Works Measured Term Contract - Schools</p> <p>Scheme description</p> <ul style="list-style-type: none"> • This scheme was originally established to facilitate FRA works at individual school sites. • It related to the Programme of Fire Risk Assessment Works 2016/17. • It was to cover installation of full audible fire detection systems, emergency lighting, fire doors and improvements to fire compartments to meet statutory requirements. <p>What has changed?</p> <ul style="list-style-type: none"> • The scheme has a positive budget balance remaining on it and this variation now seeks approval to move this funding balance to offset the associated schemes now requiring further work, following disputed defects arising from a previous contractor (see above). <p>Variation type: -</p> <ul style="list-style-type: none"> • Budget decrease: -£55.6k. Budget reduction offset to be used to part fund the £127.4k increase noted above. 		-55.6

	Funding	DfE Condition Allocation	
	Procurement	N/A	
Page 127	Gleadless Special Educational Needs & Disabilities School Provision		+76
	<p>Scheme description</p> <p>The project will deliver an additional 50 Special Educational Need (SEN) pupil places at the former Gleadless Primary School with a new build classroom block and associated accommodation spaces.</p> <p>Also included is the refurbishment of the existing Block D to provide hall, P.E., kitchen, and dining facilities.</p> <p>What has changed?</p> <p>The modular specialist approached under the LHC framework has been unable submit a suitable price and programme for the refurbishment work required to Block D.</p> <p>Consequently, Block D works will now be competitively tendered as a separate works contract. This change and increasing prices within the market have resulted in an anticipated increase of £76k in overall costs for the scheme in total to £2,459,001</p> <p>Variation type: -</p> <p>Amended procurement route & Budget Increase</p>		
	Funding	Special Needs Capital Allocation / Revenue contribution	
	Procurement	i. Refurbishment works by closed competitive tender using Constructionline to shortlist local and / or regional contractors to tender.	
H	Essential compliance and maintenance		
	New additions		
	<p>Arbourthorne Lodge Access Ramp</p> <p>Why do we need the project?</p> <ul style="list-style-type: none"> ○ Installation of new access ramps to front and rear of Arbourthorne Lodge and ancillary works to ensure compliance with Part M Building Regulations. <p>How are we going to achieve it?</p> <ul style="list-style-type: none"> ○ Scope of works: 		+46.0

Page 128	<ul style="list-style-type: none"> ▪ To replace 1 existing non-compliant ramp to the rear with a fully compliant ramp. This includes alterations to the rear entrance and ancillary works (installing a new door, wide enough for wheelchair access, a new window, and a new roller shutter). ▪ To install a new compliant ramp to the front entrance. <p>What are the benefits?</p> <ul style="list-style-type: none"> • Outputs <ul style="list-style-type: none"> ○ The Council fulfils its duty under the Equality Act ○ Wheelchair users will be able to access the building from the front and access the outdoor play activities to the rear of the building, ○ All building occupants will have safe, compliant emergency exit routes via the new ramps. <p>When will the project be completed?</p> <p>10/12/2021</p>							
	Funding Source	CIF Essential compliance allocation - Emergency element	Amount	£9.7k feasibility +£46.0k works £55.7k total	Status		Approved	
	Procurement		i. Works will be procured by variation to an existing capital contract.					
Variations and reasons for change								
<p>Non-Highways Resurfacing Measured Term Contract 20-21 - (additional funding requirement for 21-22)</p> <p>Scheme description</p> <ul style="list-style-type: none"> • Paths and surfaces across the operational estate are required to be kept in a reasonable state of repair, to minimise trips, slips and falls by members of the public which might lead to personal injury or damages claims against the council. The Non- Highways Resurfacing programme 2016/20 helped achieve a reasonable state of repair and a new Measured Term Contract (MTC) to carry out similar works was secured for 2020/21 which has been extended for a further 1 year following review. A budget of £100,000 has been agreed for 2021/22 and this request seeks approval for the revenue contribution accordingly. <p>What has changed?</p> <ul style="list-style-type: none"> • Repairs will include renewing tarmac and/or crush and run surfaces and will be prioritised from amongst the following additional sites, as identified by Parks & Countryside: • <ul style="list-style-type: none"> ○ Abbeyfield Park ○ Bingham Park 							+100.0	

Page 129	<ul style="list-style-type: none"> ○ Bolehills Recreation Ground ○ Chapeltown Park ○ Chapeltown Park carpark ○ City Road Cemetery ○ Endcliffe Park ○ Graves Park ○ Greenhill Park ○ High Hazels Park ○ Hillsborough Park ○ Longley Park ○ Nottingham Park ○ Osgathorpe Park ○ Ruskin Park ○ Sycamore Park (carpark) ○ Worrall Recreation Ground <p>Variation type: -</p> <ul style="list-style-type: none"> ● Budget increase: +£100.0k to be added to the existing slipped budget form 2020/21, for additional works in 2021/22. ● Scope: Additional sites covered as noted above. 		
	Funding	Revenue contribution to Capital	
	Procurement	i. All resurfacing works will be procured via call-off from the existing non-highways measured term contract.	
	<p>Fire Risk Assessment Works – Various Corporate Sites</p> <ul style="list-style-type: none"> ● Broomhall Centre: +£15.3k ● Sorby House: +£39.4k ● Stannington Park: +£13.1k ● Totley Library: +£10.0k ● Lower Manor NH Ctr: +£70.0k ● Broomhill Library: +£14.4k ● FRA Ann's Road YC: +£10.4k <p>Scheme descriptions</p> <ul style="list-style-type: none"> ● These schemes were originally commissioned as part of a wider programme of Fire Risk Assessment Works ● The works were to include installation of full audible fire detection systems, emergency lighting, fire doors and improvements to fire compartments to meet statutory requirements. <p>What has changed?</p>		172.6

	<ul style="list-style-type: none"> These schemes are requesting approval for additional funding to meet an increase in costs as a result of having to source and commission an alternative supplier to complete Fire Risk Assessment rectification works following disputed defects arising from a previous contractor. <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase: +£172.6k 			
	Funding	Historic Revenue Contribution to Capital (with a £54.8k contribution from Capital Receipts as noted below)		
	Procurement	N/A		
Page 130	<p>Fire Risk Assessment Works Measured Term Contract – Essential Compliance & Maintenance</p>			-54.8
	<p>Scheme description</p> <ul style="list-style-type: none"> This scheme was originally established to facilitate FRA works at individual non-school sites. It related to the Programme of Fire Risk Assessment Works 2016/17. It was to cover installation of full audible fire detection systems, emergency lighting, fire doors and improvements to fire compartments to meet statutory requirements. <p>What has changed?</p> <ul style="list-style-type: none"> The scheme has a positive budget balance remaining on it and this variation now seeks approval to move this capital receipts funding balance to offset the associated schemes now requiring further work, following disputed defects arising from a previous contractor (see above). <p>Variation type: -</p> <p>Budget decrease: -£54.8k. Budget reduction offset to be used to part fund the £172.6k increase noted above.</p>			
	Funding	Capital Receipts (to offset Historic Revenue Contribution to Capital requirement above)		
	Procurement	N/A		
I	Heart of the City II			
	New additions			
	None			
	Variations and reasons for change			
	None			

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