

Scheme name / Q number / summary description		Value £'000
A	Economic growth	
	New additions	
	None	
	Variations and reasons for change	
Page 123	<p>Grey to Green 2</p> <p>Scheme description</p> <p>The initial phase of Grey To Green Phase 2 was approved at Cabinet in November 2018 and consisted of works to:</p> <ul style="list-style-type: none"> • Pedestrianise Castlegate and narrow redundant carriage ways on Exchange Street/Place to create a setting for development plots, public event space, Sustainable Urban Drainage and meadow planting areas to transform the public realm and improve the environment. • Redirect bus routes from Castlegate via Exchange Place and Blonk Street, including a new bus gate at Blonk Bridge. • Extend green and open space corridors with pedestrian and cycle priority to create a gateway to the city centre, particularly for the adjoining hotel cluster and riverside business district. • Create potential development sites from highway land at Exchange Place/Wharf St. <p>And following the award of European Development Fund funding of £836k, the following works have been included in the project :</p> <ul style="list-style-type: none"> • Additional Sustainable Urban Drainage • Additional cycling lanes • Additional footways • Additional tree planting • Renewed street furniture and lighting <p>What has changed?</p> <p>Works proposed in the original approval included the installation of electric charging points. This work is now to be carried out under another project and as a result, the Grey to Green 2 budget has been reduced by £80k (Early Measures Funding).</p> <p>In addition, £50k income was included from a third party contribution to provide an enhanced access to the Terminal Warehouse building and Victoria Quays. The actual cost of the work is £39.5k and therefore the budget has been adjusted accordingly.</p>	-90.4

	Variation type: - <ul style="list-style-type: none"> [budget decrease] 						
	Funding	N/A					
	Procurement	N/A					
B	Transport						
	New additions						
Page 124	20 mph Zones [Fox Hill, Hillsborough and Sharrowvale]					+37	
	Why do we need the project?						
	<p>On 8 March 2012, the City Council Cabinet Highways Committee approved the 'Sheffield 20mph Speed Limit Strategy', the long-term aim of which is to establish 20mph as the maximum speed in appropriate residential areas of Sheffield. Since then 18 'sign only' 20mph speed limit areas have been introduced across the City.</p> <p>Reducing the speed of traffic in residential areas will, in the long term, reduce the number and severity of accidents, reduce the fear of accidents, encourage sustainable modes of travel and contribute towards the creation of a more pleasant, cohesive environment.</p> <p>The current 20mph speed limit areas consist of a speed limit change but no physical measures to reduce vehicle speeds within the areas. Drivers are alerted to the speed limit by 20mph speed limit repeater signs. 20mph speed limit areas are identified by entry signs to the area together with smaller repeater signs throughout the area.</p>						
	How are we going to achieve it?						
	<p>The latest areas to be proposed for 20 mph zones are Fox Hill, Hillsborough and Sharrowvale. Initial consultation and preliminary design works are to be undertaken to establish the feasibility and full costs of these schemes.</p> <p>The total cost for these initial works for the three areas is £37k which is to be funded from Local Transport Plan (LTP). The table below shows the individual cost breakdown, estimated design and delivery costs and the commuted sums.</p>						
		Feasibility	Estimated Design	Estimated Delivery	Committed Sum		Total
	Fox Hill	10	8	30	29		77
	Hillsborough	15	12	80	76		183
	Sharrowvale	12	10	60	57		139

			37	30	170	162	399	
	<p>What are the benefits?</p> <ul style="list-style-type: none"> • Improve road safety for all by reducing the number and severity of road traffic collisions. • Encourage more walking and cycling. • Promote a more pleasant local environment and improve safer access around local neighbourhoods, shops, schools, health centres • provide better access to public transport • Improve health by reducing obesity levels and increasing fitness • Reduction in traffic speeds <p>When will the project be completed?</p> <p>Feasibility stage - 2019-20</p>							
	Funding Source	Local Transport Plan	Amount	37k	Status	Ring-fenced for Transport Schemes	Approved	
	Procurement		In House Delivery via Transport Traffic and Parking Services					
	Variations and reasons for change							
Page 125	<p>Anti Idling : Air Quality</p> <p>Scheme description</p> <p>As Highway Authority, the Council has to respond to new legislation on managing air quality or face punitive fines if levels of pollution are not brought to below the required levels.</p> <p>In August 2018, Cabinet approved phase 1 of the scheme which was to address levels of air pollution at a number of schools by introducing anti idling areas.</p> <p>This was achieved with the purchase and installation of 600 signs at 150 schools advising motorists they could be fined if they leave their engines running when asked not to do so by an enforcement officer.</p> <p>What has changed?</p> <p>Phase 2 of the project is now ready to be implemented with the installation of a further 600 (approximate) anti-idling signs around secondary schools, taxi ranks and hospitals.</p> <p>The overall costs of the project (phases 1 and 2) is £107.5k and is fully funded from Local Transport Plan. The project budget for 2019-20 will be increased by £55.5k to enable delivery of phase 2.</p> <p>The total cost of the commuted sum is estimated at £24k for both phases.</p>							+55.5

	Variation type: - <ul style="list-style-type: none"> [budget increase] 		
	Funding	Local Transport Plan	
	Procurement	N/A Contract Award	
C	Quality of life		
	New additions		
Page 126	None		
	Variations and reasons for change		
	None		
	Green and open spaces		
	New additions		
	Shirebrook Valley Visitors Centre (Feasibility budget approved December 2017) Phase 1 Why do we need the project? <ul style="list-style-type: none"> <i>Issue/Opportunity</i> Shirebrook Valley Visitor Centre is well used by the Ranger team in Parks & Countryside, volunteer groups and offers facilities for educational visits. There is an opportunity to upgrade the accommodation for staff, volunteer groups and visitors so that it becomes a destination site for health and well-being initiatives in the South East of the City, linked to current Council priorities, with enhanced educational facilities. <i>Why address Phase 1 now – internal refurbishment</i> A condition survey and feasibility report issued in March 2018 concluded that the facilities were in poor condition overall. Since then the roof covering, roof insulation and rainwater goods have been renewed through a separate project, and thermal comfort has been improved. However, there are internal areas affected by previous water damage and these also need to be addressed. With a modest amount of re-modelling the education space could be expanded; and internal walls could be dry-lined and floors insulated to improve thermal comfort and energy efficiency further. The current heating appliances are inadequate and inefficient and there is scope to improve the ICT network to suit the client's requirements within a general scheme of refurbishment. 		+169

- *Implications of not doing Phase 1 now*

The internal condition of the Centre would deteriorate further meaning the educational offer could not be expanded nor could the Centre realise its full potential as a destination site.

How are we going to achieve Phase 1?

- Create an expanded educational area by re-modelling 2no. internal partition walls and openings.
- Include 1 no. new partition wall and 1 no. new acoustic sliding partition wall.
- Unblocking a stopped-up opening to create an additional 1 no. new internal glazed window.
- Remove any existing insulation in ceiling voids.
- Add internal insulation to the walls and underfloor insulation.
- Renew stained and/or damaged ceiling tiles.
- Insulate floors and renew floor finishes
- Renew kitchen fittings.
- Renew the heating appliances.
- Install new extract ventilation fans, energy efficient lighting, and socket outlets.
- Install new ICT network to client's requirements

What are the benefits?

Phase 1

- Fully refurbish the Centre
- Upgrade the facilities provided
- Expand the area available for educational use through a modest amount of internal re-modelling

Phase 2

- Develop marketing, branding, signage, and improve the exterior of the building

Phase 3

- Site improvements e.g. paths works, habitat improvements

Outputs Phase 1

- Set out in 'How are we going to achieve Phase 1?' above.

Benefits Phase 1

- Improved accommodation for staff, volunteers and visitors using the Centre
- Improved educational facilities
- Improved thermal comfort within the building and reduced energy loss through the floors and external walls
- Improved amenities for health & well-being initiatives in the South East of the city

When will Phase 1 be completed?

17th January 2020

Page 128	<p>Costs: Previous Yrs - Feasibility £11.6K 19/20 - Phase 1 Works £70K 19/20 - Phase 1 Fees £15K 19/20 - Phase 1 Contingency £2K Total £87K 2020+ Phase 2 Estimate £15K 2020+ Phase 3 Estimate £66.4K Total £81.4K Project Total £180K Previous approved Budget £11K Additional Budget therefore £169K</p>								
	Funding Source	Public Health Revenue Contribution	Amount	150K £30K	Status	Allocated/Held Allocated	Approved	CLlr Lea Darren Whittaker	
	Procurement		i. Refurbishment works to be procured by a closed competitive tender procedure inviting Sheffield contractors to tender.						
	Variations and reasons for change								
	None								
E	Housing growth								
	New additions								
	None								
	Variations and reasons for change								
	<p>Housing Growth Plan Site Feasibility Scheme description There is a shortfall of affordable housing in Sheffield and an emerging aspiration to deliver 3,000 council homes in the next 10 years. Seeking to maximise the use of Council land for new council housing, feasibility is being carried out at 10 sites. Taking a logical and sequential approach to</p>								50

understanding the development opportunity and constraints of those sites, the findings will enable the development of an affordable housing programme and enable the development of market-facing tender documents for cost and time efficiencies.

What has changed?

The site list was changed by Housing Growth Board which removed Knutton Rise, Longley OPH, St Johns School and Corker Bottoms and added Harborough Avenue/Viking Lea Drive. This leaves 8 sites rather than the original 10. The 8 sites therefore are:

Scowerdons, Berners Road, Daresbury View, Hemsworth Primary School, Newstead Estate, Gaunt Road, Algar Place, and Harborough Avenue/Viking Lea Drive

Following completion of the survey tenders, the provision to achieve topographical, desktop utility, UEXO and Phase 1 archaeology on the 8 sites has exceeded the original allocation of £25K. Therefore more funding is required to achieve Phase 1 on all the sites.

A bid for grant was submitted to the Local Government Association Building Council Homes fund, which successfully awarded £50K. With the total cost of all the surveys – and further additional services required for Phase 1 - now £124.2K, this means adding the £50K grant to the funding.

Variation type: - budget increase

Budget:

Costs 18/19	£47K
Current 19/20 Budget	£27K + £50K = £77K
Current Total	£74K + £50K = £124K

Funding:

HRA £74K
Grant £50K

Funding	LGA Building Council Homes Programme Grant accepted via Form SP1 (grants under £100K) March19
Procurement	i. Surveys will be procured by competitive quotes from local suppliers (wherever possible) with a Suitability Assessment.

F	Housing investment
	New additions
	None

Variations and reasons for change				
Page 130	<p>Asbestos Surveys</p> <p>Scheme description Contract to carry out asbestos surveys on the Housing stock.</p> <p>What has changed? Slippage of £57.8K from 18/19 was put into 19/20 giving a 19/20 budget of £257.8K, however estimated costs per year for these surveys is £180K and the 20/21 and 21/22 budget is currently only £150K. Therefore further slippage is required from 19/20 to 20/21 and 21/22 to maintain the £180K annual budget for the remainder of the contract. The remaining budget not required will be moved back to the block allocation for Health and Safety Works for future allocation.</p> <p>Variation type: - budget decrease</p> <p>Budget: Current 19/20 Budget £258K - £78K = £180K Current 20/21 Budget £150K + £30K = £180K Current 21/22 Budget £150K + £30K = £180K Current 19-22 Budget £558K - £18K = £540K</p>	-18		
	<table border="1"> <tr> <td>Funding</td> <td>HRA via Health & Safety Allocation (see below)</td> </tr> </table>	Funding	HRA via Health & Safety Allocation (see below)	
	Funding	HRA via Health & Safety Allocation (see below)		
<table border="1"> <tr> <td>Procurement</td> <td>N/A</td> </tr> </table>	Procurement	N/A		
Procurement	N/A			
<p>Health & Safety Essential Works Block Allocation</p> <p>Scheme description HRA funds held for allocation to schemes that deal with essential works to meet Health and Safety standards in Council dwellings.</p> <p>What has changed? An element of the slippage from 18/19 to 19/20 on Asbestos Surveys is not required so is returned to the block for future allocation.</p> <p>Variation type: - budget increase</p> <p>Budget: Current 20/21 Budget £6,850K + £18K = £6,868K</p>	18			

Page 131	Funding	HRA		
	Procurement	N/A		
	<p>Kitchens & Bathrooms</p> <p>Scheme description Ongoing programme to replace kitchens and bathrooms in Council dwellings.</p> <p>What has changed? More was spent in 18/19 than budgeted because void properties where the kitchen or bathroom needed replacing have been added to the programme therefore increasing the number of outputs. The overspend this created in 18/19 was deducted from the 19/20 therefore budget is being brought forward from 21/22 to replenish this.</p> <p>Variation type: - Acceleration/</p> <p>Budget: Current 19/20 Budget £-7K + £2,500K = £2,493K Current 20/21 Budget £300K Current 21/22 Budget £5,000K - £2,500K = £2,500K Current 19-22 Budget £5,293K - £0K = £5,293K</p>			0
Funding	HRA			
Procurement	N/A			
	<p>Internal Works (Deer Park Windows)</p> <p>Scheme description HRA funds held for allocation to schemes that deal with internal works e.g. kitchens, in Council dwellings</p> <p>What has changed? There is a ring-fenced amount in the block allocation for internal works for the Deer Park Windows scheme with £1m budgeted in 19/20. The specification for these works is not finalised and there are other works to take into consideration i.e. fire safety sprinklers and waste management refuse chutes. To minimise disruption to the tenants, all the works need to be planned together and therefore expected that the work on the windows won't happen before 20/21, which already has a budget of £1.5m. The £1m budget in 19/20 therefore needs re-profiling into 21/22.</p> <p>Variation type: - Reprofile</p> <p>Budget:</p>			0

Current 19/20 Budget £1,000K - £1,000K = £0K Current 20/21 Budget £1,500K + £0K = £1,500K Current 21/22 Budget £0K + £1,000K = £1,000K Current 19-22 Budget £2,500K + £0K = £2,500K			
Funding	HRA		
Procurement	N/A		
G	People – capital and growth		
New additions			
Page 132	Netherthorpe Primary School Lathe & Plaster remedial works Why do we need the project? Issues have been discovered with the lathe and plaster ceilings at Netherthorpe School. These require remedial works. How are we going to achieve it? Undertake remedial works to the lathe and plaster ceiling using existing contract with local contractor. What are the benefits? Ensure safe learning environment for pupils and teachers		+15
	Funding Source	School Condition Allocation Amount 15k Status Allocation notification received Approved	
	Procurement	Existing contract with local contractor	
	Shooters Grove Primary School Adaptation Works Why do we need the project? Adaptations to the school site are urgently required to address accessibility issues at the school to support a child who has been allocated a place at the school from September 2019 How are we going to achieve it? Undertake required adaptations which may include (but not limited to) ramps, door widening and platform lift installation What are the benefits?		+150

Inclusive learning environment for pupil with accessibility needs								
Funding Source	SEND Capital Allocation	Amount	150k	Status	Allocation notification received	Approved		
Procurement		YORbuild regional framework contract by rotation						
Variations and reasons for change (please specify all that apply: budget increase / budget reduction / reprofiling / scope change / procurement)								
Page 133	Dobcroft Infant School: Replacement Mobile Classroom Unit							+342
	Scheme description							
	<ul style="list-style-type: none"> The existing double classroom mobile at the school has been condemned as unsafe, and assessed as being beyond economic repair Unavailability of this accommodation reduces the teaching capacity at the school Without the requisite number of teaching spaces, the school would not be able to deliver the curriculum to all pupils on roll A replacement facility is required for the start of the 19/20 academic year. 							
	What has changed?							
<ul style="list-style-type: none"> Following the approval of £11k feasibility an estimated total cost of £353k and procurement route have been identified. However, it should be noted that due to the very short timescales as replacement classroom required on site for September 2019, final designs are not yet available to price. The anticipated costs are based on previous tender works and so are best estimates derived from past schemes. Risk that as the design progresses the costs increases. Construction design costs are indicative and are to be reviewed as the design progresses. If site services and programme allow, the addition of a WC is to be included in the replacement 								
Variation type: -								
<ul style="list-style-type: none"> Budget Increase 								
Funding	School Condition Allocation							
Procurement	<ul style="list-style-type: none"> i. Demolition and replacement works by a closed competitive procedure inviting Sheffield contractors to tender. ii. Asbestos survey by direct call off from the Corporate Asbestos Surveyor and Project Management Framework. iii. Ecology Phase 1 survey to be completed by the in-house Ecology team. 							

Page 134	Schools' Devolved Formula Capital (DFC) Scheme description <ul style="list-style-type: none"> In 2018/19 SCC agreed a policy of directly pass-orting the DFC Allocations for maintained schools from Central Govt. directly to the individual schools as best placed to make decisions on the use of these funds. What has changed? <ul style="list-style-type: none"> Confirmation of the DFC allocation for schools for 2019/20 has now been received and authorisation to make the relevant payments is now sought. Variation type: - <ul style="list-style-type: none"> Budget Increase 		644
	Funding	Devolved Formula Capital Grant Allocation	
	Procurement	N/A	
Essential compliance and maintenance			
New additions			
	Staniforth Road Rationalisation - feasibility Why do we need the project? <ul style="list-style-type: none"> Staniforth Road depot workshop is a large garage which is also used as an MOT centre for private hire taxis The roof to the workshop is beyond economical repair The location of this work area is central to the depot which means members of the public have access to the whole site How are we going to achieve it? <ul style="list-style-type: none"> A feasibility study will be carried out to present options for: <ul style="list-style-type: none"> Relocating the contents of the store to an alternative location or dispose of Install new equipment for the MOT centre Consider access implications for the remainder of the workshop structure The vehicle testing bays will be SCC staff only, so access to the building in which they are housed will need to be restricted/integrated 		26.4

<p>into the security arrangements for the rest of the site</p> <p>What are the benefits?</p> <ul style="list-style-type: none"> • Objectives: <ul style="list-style-type: none"> ○ Repair / replace leaking roof ○ Maintain function of the depot whilst the works are being undertaken ○ Address the replacement of the life expired roof covering to the Vehicle Testing Bay at Staniforth Road Depot ○ Radiant space heaters attached to the underside of the roof which will need to be considered as part of the works. The economic viability of the work will determine whether there's better value in providing a new building – part of the option appraisal. ○ Car Parking – There is a desire to maximise the number of parking spaces available on site (and segregate visitor parking from site parking), but there is no specific number of spaces forming part of the requirement. • Benefit: Addresses the replacement of the life expired roof covering to the Vehicle Testing Bay at Staniforth Road Depot <p>When will the project be completed?</p> <p>31/8/2019 (feasibility) 31/03/2020 Full scheme (indicative)</p>								
Funding Source	Capital Receipts	Amount	£26,364	Status	Agreed with budget holder	Approved		
Procurement		i. Feasibility work to be delivered in-house through the Capital Delivery Service.						
<p>Central Library accessible toilet WC - feasibility</p> <p>Why do we need the project?</p> <ul style="list-style-type: none"> • Sheffield Central Library is a grade II listed building and requires an accessible WC to comply with our duties under the Equality Act 2010. • Visitors to the Central Library do not have access to a Wheelchair Accessible Toilet in the “public” area of the building • Visitors with mobility issues have complained about access to suitable toilet facilities within the Central Library • Whilst we are able to meet our obligations to provide an Accessible Toilet to the public at the Central Library, access to it is difficult for users and places additional, unnecessary duties on staff • A feasibility study is required to determine where within the building a Wheelchair Accessible Toilet is best located. <p>How are we going to achieve it?</p> <ul style="list-style-type: none"> • Undertake surveys, provide designs and estimates of cost and time to the provision of Wheelchair Accessible Toilet in public area of Central 								11

Library							
<p>What are the benefits?</p> <ul style="list-style-type: none"> Objectives: <ul style="list-style-type: none"> This first phase of the project should confirm the preferred design strategy, scope of work, procurement route and form of contract The project, at this juncture, seeks to identify an appropriate location for a Wheelchair Accessible Toilet, and provide an indication of cost and programme for so doing Benefits: developing accessibility WC facilities to the central library <p>When will the project be completed?</p> <p>TBC. Estimated Gateway 2 submission July 2019</p>							
Funding Source	Revenue Contribution To Capital	Amount	£10,993	Status	Agreed with budget holder	Approved	
Procurement		i. Feasibility work to be delivered in-house through the Capital Delivery Service.					
<p>90188 Bolehill Reinstatement - feasibility</p> <p>Why do we need the project?</p> <ul style="list-style-type: none"> Bolehills recreation ground had an adequate pavilion which was demolished following an arson attack The loss of the pavilion has had a major effect on the community, in particular the bowls club who have lost their well-used, fit for purpose accommodation. Replacement accommodation required. <p>How are we going to achieve it?</p> <ul style="list-style-type: none"> Provide modular accommodation that is: <ul style="list-style-type: none"> Secure Safe Compliant with legislation Accessible Sustainable Low cost Accommodation to provide: <ul style="list-style-type: none"> Meeting room space 							
							9

Page 137	<ul style="list-style-type: none"> ○ Welfare facilities • The new building will be smaller in size than the previous building and will be designed reduce the risk of an arson attack • This approval to give authorisation to undertake feasibility works to confirm preferred solution and costs. <p>What are the benefits?</p> <ul style="list-style-type: none"> • Objectives: <ul style="list-style-type: none"> ○ To enable bowls and other activities to continue at bole hills recreation <p>When will the project be completed?</p> <p>March 2020 (indicative)</p>							
	Funding Source	Revenue Contribution To Capital	Amount	£9,161	Status	Agreed with budget holder	Approved	
	Procurement	i. Feasibility work to be delivered in-house through the Capital Delivery Service.						
Variations and reasons for change (please specify all that apply: budget increase / budget reduction / reprofiling / scope change / procurement)								
I	Corporate Building Essential Replacement Programme Structural Works							-26.4
	<p>Scheme description</p> <ul style="list-style-type: none"> • In February 2017 an allocation of £560k was agreed for the completion of essential structural works across the corporate estate. Of this allocation £356k remains uncommitted <p>What has changed?</p> <ul style="list-style-type: none"> • The Staniforth Road rationalisation project (see above) is to be funded from this allocation. Therefore budget to be reduced. <p>Variation type: -</p> <ul style="list-style-type: none"> • Budget reduction - £26.4k 							
Heart of the City II								
New additions								
94059 Heart of The City II Block H2 and H3							62,500	

Why do we need the project?

- Heart of the City 2 (formerly Sheffield Retail Quarter) seeks to transform Sheffield city centre with an improved retail, working, leisure and living environment.
- This is a longstanding and ambitious programme. Cabinet Approval in March 2018 was for a phased delivery approach. Blocks H2 & H3 (Cambridge Street and Carver Street) are the next tranche of phase 2 of the HOC II delivery programme (following Blocks B & C). Approval is being sought for H2 & H3 to ensure momentum of the programme.
- If works are not undertaken now the city centre could decline further and public opinion would be damaged.

How are we going to achieve it?

Demolition and construction delivery of Blocks H2 & H3 to include:

- New retail, leisure and office provision.
- The procurement will be for both blocks but will include two distinct phases so that the office building (H2) can be accelerated as required to meet market demand.

What are the benefits?

- Jobs - 65 during construction / 753 during operation of the buildings
- £466m GDP
- Business Rates - Increase of £1.3m p.a. from new commercial properties
- Significant future income from commercial sale or lettings
- Positive public perception of the Heart of the City scheme
- Improve the attractiveness of the city centre as a place to shop, live and work
- Realise the vision set out to Cabinet in March 2018

The total cost of project is estimated at £66.7m of which £4.2m has already been approved in pre-construction budgets; therefore an increase of £62.5m is required.

When will the project be completed?

- Q2 2022

Funding Source	Prudential Borrowing	Amount	£62.5m	Status	Impact included in Treasury and MTFS forecasts	Approved	Principle approved Cabinet March 2018
Procurement	i. Blocks H2 and H3 demolition, refurbishment and building works to be procured by OJEU restricted procedure using a Standard Selection Questionnaire. ii. Project and cost management by direct call off from the Capital Service Delivery Partner framework.						

Variations and reasons for change (please specify all that apply: budget increase / budget reduction / reprofiling / scope change / procurement)			
Page 139	<p>94066 Heart of The City II Block H1– Refurbishment</p> <p>Scheme description</p> <ul style="list-style-type: none"> As part of the Heart of the City development there is an overall budget allocation of £4.1m for Block H1 (known as Leah’s Yard) <p>What has changed?</p> <ul style="list-style-type: none"> Due to increasing Health & Safety issues regarding the stability of the structure, stabilisation and refurbishment works need to be actioned ASAP. <p>Variation type: -</p> <ul style="list-style-type: none"> Procurement Strategy variation only 		0
	Funding		
	Procurement	<ul style="list-style-type: none"> i. Refurbishment and stabilisation works to be procured by OJEU restricted procedure using a Standard Selection Questionnaire. ii. Project and cost management by direct call off from the Capital Service Delivery Partner framework. 	

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