

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