

CAPITAL STRATEGY

and BUDGET BOOK

2022- 2052



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CONTENTS

A1	Executive summary and recommendations	Page 3
A2	Background and key facts	Page 10
A3	Key challenges and strategic decisions	Page 30
A4	Sustainability and climate change	Page 33
B1	Growing and inclusive economy priority	Page 36
B2	Transport priority	Page 44
B3	New homes priority	Page 54
B4	Housing investment priority	Page 62
B5	Cleaner greener safer priority	Page 69
B6	Green and open spaces priority	Page 76
B7	People: capital and growth priority	Page 82
B8	Heart of the City II priority	Page 90
B9	Essential compliance and maintenance priority	Page 95
C1 & 2	Appendices	Page 102

A1 EXECUTIVE SUMMARY AND RECOMMENDATIONS

A succinct summary of priority areas and recommendations for approval

1.1 Headline summary of priorities

2021 has been another year of tremendous change and challenge. The COVID-19 pandemic has again had a significant impact on our city, and although it's been really encouraging to see how Sheffield has bounced back, we are not yet out of the woods. Climate change is accelerating and the window for us to effect meaningful change continues to diminish.

Against this challenging backdrop, we will spend our resources as effectively as we can to 'build back better', improving our resilience and sustainability for the long term. The council will respond swiftly and with flexibility to emerging needs and trends to support the city and its communities in their recovery. As ever, we will strive to deliver the best possible value to the taxpayer.

What is 'capital' spending?

Capital spending – as opposed to *revenue* spending – pays for assets, such as buildings, roads and council housing - and for major repairs to them. *Revenue* spend pays for the day-to-day running costs of council services.

This Capital Strategy provides a high-level, longer-term view of the Council's ambitions for capital investment which reflect the priorities and concerns of Sheffield people.

Snapshot of our position

The Council is currently in an extremely challenging financial position, particularly on the revenue budget. This impacts on our capital position.

Wherever we can, we will invest capital monies to avoid recurring revenue expenditure elsewhere in the Council. This should help our budget position in the longer term.

But our capital funds are also limited. Our Corporate Investment Fund (CIF) is a finite pot of money and calls on these funds vastly exceed the sum available.

And the scale of the challenge is immense. We are an ambitious Council: ambitious to do our bit to tackle climate change, ambitious for good jobs and opportunities for our citizens, ambitious to build a destination city where everyone can thrive. We need to carefully prioritise our activities, using our 'One Year Plan' as a springboard to building back better.

We have been successful in securing several programme-specific grants, such as those to invest in our communities and to address climate change. To take advantage of these funds, we will accelerate the development of 'oven-ready' schemes, so we are able to respond swiftly to funding opportunities.

But there are several key areas of activity the Council wishes to develop where a lack of funding and/or final agreement on the way forward has prevented progress for some time:

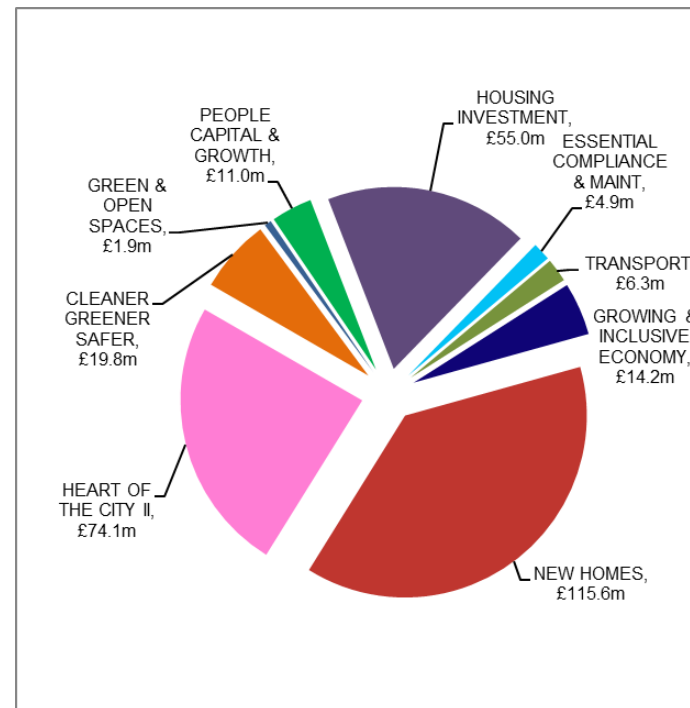
- City Centre Strategy
- Housing Growth
- Education & Special Educational Needs and Disabilities (SEND)
- Our wider corporate estate

This includes projects on landmark buildings such as the Town Hall and the Central Library/Graves Art Gallery. The Capital Strategy details the refocussed approach we will apply to these key initiatives, explaining how we will develop a cohesive plan to move forwards on each of these areas at section A3.

We need to maximise every funding opportunity we have to deliver the very best for the people of Sheffield.

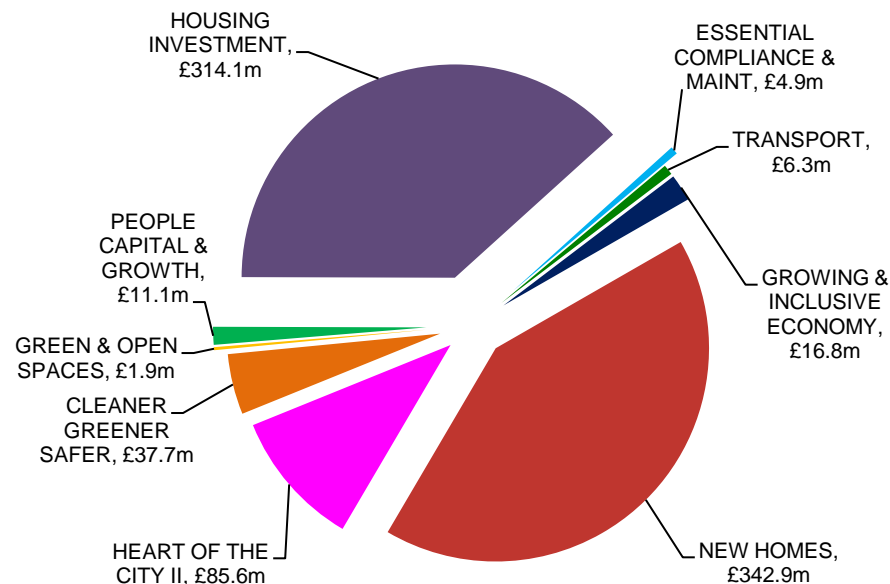
Capital Programme strategic priorities | 2022/23 | £302.7m

Growing and inclusive economy	£14.2m
Transport	£6.3m
New homes	£115.6m
Housing investment	£55m
Cleaner greener safer	£19.8m
Green and open spaces	£1.9m
People: capital and growth	£11m
Heart of the city II	£74.1m
Essential Compliance	£4.9m



**Capital Programme strategic priorities
2022/23 to 2026/27 | £821.2m**

Growing and inclusive economy	£16.8m
Transport	£6.3m
New homes	£342.9m
Housing investment	£314.1m
Cleaner greener safer	£37.7m
Green and open spaces	£1.9m
People: capital and growth	£11.1m
Heart of the City II	£85.6m
Essential Compliance	£4.9m



These amounts represent headline figures for existing commitments within the Capital Programme and those currently within the approvals process. They do not, however, include allocations for potential pipeline projects which have not yet received approval.

1.2 How this document is structured

This document is split into the following sections:

- Section A2: sets out the background to the Capital Programme, including its size, shape and how it is funded.
- Section A3: sets out our overarching approach to sustainability and climate change; a cross-cutting priority which impacts every project we undertake.
- Sections B1 – 9: set out the key investment priority principles for each of the priority areas, together with the highest value existing projects and potential ‘investment pipeline projects’ – some of which may be brought forward for approval following feasibility and consultation. These sections also set out potential developments over the next 30 years, together with some key challenges faced by each priority area and how we are addressing them.
- Appendix C1: provides background information relating to Corporate Investment Fund, together with our investment proposals.
- Appendix C2: sets out a full list of projects in the Capital Programme for approval.

1.3 The priority areas in more detail

This section takes each of the priority areas (contained at sections B1-9) in turn, for the period 2022-2052.

1.3.1 Growing and inclusive economy: £16.8m

This priority is about getting more people into good jobs, helping them to earn more and live healthy lives, using and building their skills and knowledge. COVID-19 has accelerated the pace of change, and we must act decisively to support an environment where more businesses can set up, grow, innovate, and create good jobs. We want to see a connected city with the transport and digital infrastructure to support the city's growth and help everyone to connect to economic opportunities. And we want to see not only a thriving city centre, but also thriving district centres – ensuring everyone is proud to live in their community.

1.3.2 Transport: £6.3m

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

1.3.3 New homes: £342.9m

Sheffield needs a housing market that delivers choice, quality, and affordability in every part of the city. The Government's Department for Levelling Up, Housing and Communities (DLUHC) has set a challenging housing target of 53,000 homes to be delivered across the city by 2038. We must work in partnership across the city to deliver this, using a wide mix of measures to increase development.

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

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

We also want to ensure we are driving the highest environmental standards we can within our funding envelope.

1.3.4 Housing investment: £314.1m

Our tenants should live in warm, dry, safe, and secure properties which are as efficient to run as possible. To deliver this, the Council will continue to renovate and refurbish the Council's housing stock. We will build upon our sound work to date in improving energy efficiency and lever in external funding wherever possible to help us achieve this.

1.3.5 Cleaner greener safer: £37.7m

This priority is about creating places and spaces where people enjoy being, contributing to the quality of life for our citizens. It's about ensuring access to high quality facilities – whether libraries or sport and leisure facilities – which underpin our communities and support their mental and physical wellbeing.

1.3.6 Green and open spaces: £1.9m

This priority focuses on a dedicated strand of works from the 'Cleaner greener safer' priority. Funded primarily from either S.106 contributions from developers (which are required to be spent in green spaces), Public Health monies, (with the aim of reducing health inequalities in the city) or from external funding grants (such as Sport England or Lottery Heritage Fund), this priority aims to restore and enhance civic pride in our parks, playgrounds, and green spaces. Far from being left to slide into decline, we are ambitious for these precious assets. We know they have been a lifeline for many of our residents throughout the COVID-19 pandemic and will continue to invest as much as we can to ensure they remain relevant and well-used.

1.3.7 People – capital and growth: £11.1m

The People Portfolio supports children, young people and their families, and adults and communities. It focuses on providing a good standard of education from fit-for-purpose premises, together with an emphasis on early intervention and prevention to reduce demand for services. We want to support our residents at all stages of life. Underpinning this is an 'all age' approach to disability-related services across the portfolio which supports individuals from childhood through to old age in a consistent and seamless way, without barriers or difficult transition points.

1.3.8 Heart of the City II: £85.6m

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

The scheme will bring together the old and the new, maintaining the existing street patterns and balancing heritage with striking new architecture and unique outdoor squares and spaces. Rooted in the city's unique character, it will help knit together The Moor, the Devonshire Quarter and Fargate, providing a new home for Sheffield's cultural, commercial, and creative trailblazers. We're adopting a phased approach to development, enabling us to effectively manage the risks arising from a development of this scale in this challenging climate.

1.3.9 Essential compliance and maintenance: £4.9m

This priority tackles the Council's built assets – which includes buildings and other sites such as cemeteries. An ongoing programme of maintenance is required to ensure our assets are safe for members of the public and our employees. We also need to tackle works that will address the decarbonisation agenda wherever possible. The challenging financial climate will not make this easy. But we will do the best we can.

The five-year Fleet investment programme began in 2019/20. By the end of 2021/22 we will have replaced more than a third of our fleet with 397 cleaner more efficient vehicles, including 27 fully electric vehicles. This has been a significant challenge during 2020/21 due to COVID-19 related

supply chain issues. In the 4th year of the programme, we are looking to replace more items of vehicles and plant to further reduce our emissions and maintenance costs.

1.4 How we will deliver these priorities

Three cross-cutting themes run as a golden thread throughout our capital programme delivery:

- **Sustainability** is at the heart of our decision-making process. Over £200m of projects in our capital programme have a direct or indirect impact on the City's sustainability, resilience, and carbon impact.

Whether delivering electric vehicle charging points, promoting active travel or further improving the environmental performance of our built assets, consideration of each project's impacts on 'net zero' is now embedded in our business cases. We're mindful of our environmental impact and have been investing for several years to begin to mitigate this.

But there is always more we can do. We have launched a Sustainability Programme Group to drive progress in this area and ensure our impact on climate change underpins consideration of everything we do. We look forward to hearing the views of our residents and businesses on how we can do more to create a sustainable city for the future. Further details on our approach to sustainability are set out at section 2.1.6.

- **Ethical procurement practices** drive real social value for our city and maximise the benefits for our residents.

We have a strong tradition of delivering employment and skills outputs for the communities we serve, and coupled with our focus on sustainability, we're driving social value through our contracts.

We'll support our local economy wherever we can and do what we can to keep Sheffield's economy moving.

- **Effective governance** is critical to the success of our capital programme.

Robust priority setting and effective funding strategies - coupled with sound project and programme management – are the building blocks for successful delivery.

Further details on procurement and governance are set out at section 2.8.2.

1.5 Purpose of this Strategy

- Set out the Council's key priority areas for capital investment;
- Provide an overview of current and anticipated specific projects included in the years 2022 to 2027, together with an overview of anticipated developments and challenges up to 2052;

- Set out the overall shape of the current Capital Programme for the 5 years to 2027 (at Appendix C2) for approval. Block allocations are included within the programme for noting at this stage and detailed proposals will be brought back for separate approval as part of the monthly approval cycle;
- Set out our principles for how we invest in non-cash assets; and
- Provide background to our Corporate Investment Fund Policy at Appendix C1.

Councillor Cate McDonald
Co-Operative Executive Member for Finance and Resources
January 2022

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A2 BACKGROUND AND KEY FACTS

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

2.1 The policy environment: external

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code governs how the Council manages its finances. Councils are required to produce a Capital Strategy which:

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

CIPFAs requirements have also changed in the last year. In response, this Strategy now takes a 30-year view of capital investment. As before, we have the 5-year Capital Programme. But, rather than a general list of potential projects, we now have a 10-year investment pipeline, setting out potential projects which we should prioritise seeking funding for. This is supplemented by a 30-year 'horizon scan' which, although largely speculative, provides some key pointers on the city's direction of travel over the coming decades.

Our Capital Strategy is shaped by several central government policies:

2.1.1 Devolving of capital spending allocations

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

2.1.2 Creation of revolving investment funds

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

2.1.3 Rewarding economic development

We can no longer rely on historical levels of revenue support grant from Government. Places are increasingly reliant on their local tax base. This means that Sheffield needs a growing, resilient local economy that provides the income streams which can be re-invested – in things that promote

new growth and in wider social and environmental goals. Funding streams that reward economic development - such as Community Infrastructure Levy – have been created.

Furthermore, we expect to see the creation of UK funds which focus upon investment, job creation and economic growth (including improving transport links). This may come at the expense of some funding for ‘place-making’ and regeneration, with potential impacts upon our city centre. We anticipate that the Sheffield City Region Mayoral Combined Authority will remain the principal body to seek and allocate this funding across the South Yorkshire authorities.

2.1.4 Austerity and the wider economy

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

2.1.5 Self-financing Housing Revenue Account (HRA)

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

2.1.6 Climate Emergency

Sheffield City Council has declared a Climate Emergency. As part of our commitment to work towards Sheffield becoming ‘zero carbon’ by 2030, currently over £200m of projects are directly or indirectly related to sustainability and minimising our impacts on climate change. New projects to help us tackle this challenge will continue to be brought forward as the results of consultation with our Citizens’ Assembly – and emerging funding streams – crystallise.

As well as directly funding projects relating to sustainability, central government has also introduced funding streams to support our work in this area. Grants which contribute to the costs of electric vehicle charging points, grants to support energy efficiency in our housing stock and corporate estate and funds to improve air quality through reducing emissions from Sheffield’s bus fleet are coupled with our own investments to match-fund these grants when required, together with funding active travel from our own funds. We’re working with local businesses to help them trial and make the transition to electric vans. Similar pilots are underway with electric taxis. The scale of this challenge is considerable and we all have our part to play.

We now actively consider the sustainability implications of all our projects across all Programme areas and will continue to improve our work in this area over the next 12 months, launching environmental impact assessments. We'll engage with stakeholders throughout the city so we can work together to tackle not only our carbon emissions, but also improve our resilience to the effects of climate change.

2.1.7 The push to build new homes

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

2.1.8 The drive towards academies

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

2.1.9 Streets Ahead

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

2.2 The policy environment: internal

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

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

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

2.3 Working in partnership

We will work proactively and in partnership with other public, third sector and private organisations - both locally and nationally - to deliver the best possible outcomes for the citizens of Sheffield, whilst ensuring that we remain accountable and responsible for the activities we deliver.

The Council must build effective partnerships to deliver its ambitions for the city, including:

- **Sheffield City Region** – we work closely with the Mayoral Combined Authority to push for greater control over the things that matter to Sheffield and the wider City Region, with a focus on skills, transport and jobs. The devolution deal will unlock further investment monies for our region, and we will continue to lobby hard to get the best possible deals for Sheffield from the funding allocations.
- **Core cities throughout the North** – we are working with other northern cities with the hope of unlocking additional funding to drive economic growth. We are focussing particularly on opportunities for investment in transport to make Sheffield a more attractive place to live, work and invest.
- **Health and social care** - we are working closely with our partners in this area to take advantage of joint investment opportunities, co-location and more efficient working.
- **Other public sector partners** – we participate in a Strategic Estates Group which brings together the Clinical Commissioning Group (CCG), NHS Property Services and both Universities to consider the establishment of integrated public sector hubs, mapping existing estates and developing proposals to improve utilisation to deliver ever-increasing value to the public purse.
- **Other private sector partners** – to be ambitious for Sheffield, we must all work together to drive our city forward. An example of this is our work to improve the city’s sustainability through our Green City Strategy, which requires both public and private sectors to work together to create an environment where sustainable development can thrive and the threats from Climate Emergency can be tackled.

2.4 Our key capital planning and investment principles

2.4.1 Capital planning principles

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

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

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

Land and property

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

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

Loans to third parties and equity investments

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

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

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

Risk appetite

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

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

Investment strategy principles

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

- The **primary purpose of the investment is to benefit the people of Sheffield** – for example through regeneration or redevelopment – rather than income generation for its own sake;

- The investment **supports the delivery of an existing Council policy or strategy**;
- The investment will take place **within Sheffield City Council's boundary** (or immediate environs);
- The investment adheres to **clear criteria** set for investment decisions and risk management both individually and cumulatively;
- A **full risk and return analysis of the investment** has been completed and Members and senior officers are content that any risks are appropriate for the Council to take and proportionate to the potential benefit being delivered;
- The investment has been taken through Sheffield City Council **robust and transparent governance** procedures and been subject to **enhanced decision making and scrutiny** prior to approval;
- The investment would be subject to **ongoing monitoring and management** with reporting by exception to Full Council when necessary; and
- The loan to a third party/equity investment complies with the new, international obligations on **subsidy control**.

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

The government has also published reforms to the Public Works Loan Board intended to prevent the trend of some local authorities taking on debt to buy assets primarily for income. Sheffield has not done this and will adhere to the principles set out above.

CIPFA guidance

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

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

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

2.5 Size and shape of the capital programme

The capital programme over the 5 years (2022-27) shows a broadly balanced position, with proposed expenditure totalling £821.2m. The full programme is set out at Appendix C2.

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

The funding of the programme comes from a diverse range of resources, such as government grants, other grants and contributions from other public bodies or third parties, capital receipts, prudential borrowing and revenue contributions to capital. Section 2.6 below contains further detail. The majority falls within either prudential borrowing or contributions from the revenue account to the capital programme, which together represent £675.7m (82.3 %) of the overall programme value.

The 2021/22 programme was set in March 2021, and at the time totalled £191.7m. This has been revised in-year. The effect of outturn slippage from 2020/21, in-year additions, variations slippage and re-profiles result in a current approved programme for 2021/22 of £267m (as at 31 December 2021). The Council's current anticipated capital investment profile for existing commitments (excluding potential pipeline projects) is:

	Priority	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	2025/27 (£m)	TOTAL (£m)
1	Growing and inclusive economy	14.2	2.5	0.0	0.0	16.8
2	Transport	6.3	0.0	0.0	0.0	6.3
3	New homes	115.6	89.0	73.5	64.8	342.9
4	Housing investment	55.0	56.6	65.1	137.4	314.1
5	Cleaner greener safer	19.8	17.9	0.0	0.0	37.7
6	Green and open spaces and sport	1.9	0.0	0.0	0.0	1.9
7	People: capital and growth	11.0	0.0	0.0	0.0	11.1
8	Heart of the City II	74.1	11.5	0.0	0.0	85.6
9	Essential compliance and maintenance	4.9	0.0	0.0	0.0	4.9
	TOTAL	302.7	177.6	138.6	202.3	821.2

2.6 How the capital programme is funded

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

	Source of funding	2022/23		2023/24		2024/25		2025/27		Total	
		£m	%	£m	%	£m	%	£m	%	£m	%
1	HRA contribution to capital	-53.1	17.5	-55.4	31.2	-63.8	46.0	-135.8	67.2	-308.1	37.5
2	Prudential Borrowing	-174.2	57.5	-94.9	53.4	-53.2	38.4	-45.3	22.4	-367.6	44.8
3	Government Grants	-32.5	10.7	-13.0	7.3	-7.1	5.1	-6.0	3.0	-58.6	7.1
4	Capital receipts	-21.0	6.9	-0.1	0.0	0.0	0.0	0.0	0.0	-21.2	2.6
5	Other grants and contributions	-19.6	6.5	-14.2	8.0	-14.6	10.5	-15.0	7.4	-63.4	7.7
6	C.I.L.	-2.4	0.8	0.0	0.0	0.0	0.0	0.0	0.0	-2.4	0.3
7	Overall total	-302.7	100.0	-177.6	100.0	-138.6	100.0	-202.2	100.0	-821.2	100.0

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

2.6.1 Revenue budget contributions to Capital

The Council can use revenue resources to fund capital projects directly. However, ever-increasing pressures on the Council's revenue budget have reduced the scope of this. Revenue contributions to capital now largely reflect the contribution to the Housing Capital Programme of £308.1m. In addition, £2.6m has been allocated from revenue budgets to support non-housing projects, relating mostly to the replacement of cremators at City Road, an agreed contribution to essential corporate maintenance and a contribution from schools revenue funding towards an increase of Special Educational Needs Places.

2.6.2 Prudential borrowing

Prudential borrowing is used where no external funding is available to fund schemes which will generate a Revenue Budget saving. This saving then repays the principal debt and interest. The Council can often borrow funds at lower cost than its commercial sector partners because of its perceived higher credit rating. It therefore makes sense to inject such capital where there is a potential economic benefit.

Under the rules of the Prudential Code 2004 (revised in 2017), the Council has the power to finance capital schemes using prudential borrowing (borrowing that does not attract financial support from the Government, which is also known as ‘unsupported borrowing’). The principles for entering into such borrowing were approved by Cabinet on 22 September 2004, and generally relate to ‘invest to save’ schemes (including land assembly and funding for major capital projects). These principles remain in accordance with the Prudential Code for Capital Expenditure for Local Authorities, namely that they adhere to the principles of affordability, sustainability, and prudence.

It remains the Council’s current view that its best overall financial interest is generally served by substituting prudential borrowing for leasing. It is considered that borrowing in lieu of leasing can be undertaken as an element of ‘invest to save’ (where it is considered to be more cost effective over the whole life of the asset when compared to leasing) and can be contained within an overall annual limit established for such borrowing. However, this type of borrowing does have revenue implications for the Council in the form of financing costs, which include interest payable and an allocation for repayment of debt (Minimum Revenue Provision) because of the borrowing.

Included within the 22/23 Capital Programme are the following amounts of prudential borrowing for projects funded in whole or part from prudential borrowing (last year’s figures shown in *bracketed italics*):

Project	Total Project Value £m	Project	Total Project Value £m
Heart of the City II	£72,691 (<i>£62.896</i>)	Major sporting facilities financing	£16,599 (<i>£15,570</i>)
New Council housing	£82,207 (<i>£35,521</i>)	Transport fleet	£2,477
Hillsborough Park developments	£0.227		
TOTAL	£174,160 (<i>£113,987</i>)		
<p>The Heart of the City II figure has increased, representing the current expected delivery profile of the scheme. The increase in major sporting facilities reflects the changing profile of the relevant bond payments. The New Council Housing represents the development of New Homes Delivery Plan Transport Fleet reflects the slippage of currently approved purchases into 22/23 Hillsborough Park Developments will be repaid from increased events income</p>			

Any amendments to these limits will be approved by Co-Operative Executive in line with the Prudential Code. There are other commitments outside of the capital programme and these are described in the Revenue Budget report.

Tax Increment Financing (TIF) was announced in September 2010. The principle is to allow the authority to borrow funds to undertake capital improvements in a geographic area. The money is then repaid from increased tax revenues (i.e. business rates) in the area as land values rise because of the capital investment. This scheme has been used successfully in the United States over the last fifty years, often for major transport, infrastructure, or regeneration projects.

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

Prudential borrowing does not receive any government support. If the Council enters into any prudential borrowing, it will incur additional capital financing costs. Prudential borrowing will only be entered into where it can be demonstrated that funding is available within the overall Council budget to meet the ongoing borrowing costs.

2.6.3 Government Grants

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

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

- The **major recurring allocations** relate to funding for schools' places and maintenance, Disabled Facilities Grants and Local Transport. Programmes of work are developed to obtain maximum impact from the funding received.
- In relation to **project specific grants**, officers usually bid against advertised funding streams following consideration of the terms by the Council's External Funding Team and its legal advisers. Requests to enter into funding agreements are considered by Co-Operative Executive prior to acceptance of the grant.

We endeavour to maximise our project specific grants to support specific priorities, and we work in effective partnership to secure these. In the last 12 months we have been successful in securing funds to improve the energy efficiency of council housing and our corporate buildings, together with investment into Attercliffe and a number of interventions in the city centre, amongst others. In the new landscape, the Council must work across sectors and boundaries to drive collaboration and maximise our chances of success.

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

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

2.6.4 Capital receipts

Capital receipts also fall into two broad categories:

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

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

The receipts from the sale of surplus assets are used to fund the Corporate Investment Fund (CIF) – see Appendix C1. This allows Members at their discretion to undertake projects for which there is no external funding. We are also often required to provide 'match' funded to secure project-specific external grants; the CIF can fund this. It is also used by the authority as a strategic reserve to cover to emergencies such as the total loss of a key piece of infrastructure e.g. as occurred in the 2007 floods.

As external funding sources are reduced because of austerity cutbacks, the CIF assumes a greater significance in funding the Capital Programme. However, the CIF only funds 4% of the Capital Programme. Its spending power is dwarfed by the HRA or Prudential Borrowing, for example.

Proposals are currently being developed with the new Leader and Co-Operative Executive Members to ensure the CIF is deployed to deliver maximum advantage to the Council and wider city. This requires a balance of allowances for both risks and opportunities. The Council must maintain a prudent level of reserves to mitigate infrastructure failures, grant claw back, match funding requirements or project overspends. That said, there is the potential opportunity to invest in growth (in accordance with our Capital Planning and Investment Principles set out at 2.4 above), which could potentially create new revenue streams for the Council. Furthermore, we must ensure our statutory obligations are met.

We will therefore take a balanced approach, ensuring adequate investment and reserves levels to mitigate risk and ensure our infrastructure remains fit for purpose and safe to use. In addition, an assessment of the Council's dependence on profit-generating investments (and the borrowing capacity allocated to funding these activities) to achieve a balanced revenue budget will be disclosed over the life-cycle of the Medium Term Financial Strategy.

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

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

CIL allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. The money can be used to fund a wide range of infrastructure that is needed because of development. This includes new or safer road schemes, flood defences, schools, hospitals and other health and social care facilities, park improvements, green spaces, and leisure centres.

The Council has used CIL to develop strategic infrastructure projects such as roads and flood defences (such as the development of the Bus Rapid Transit North link and the Lower Don Valley Flood Defence Scheme). Further commitments will be considered and included in the Integrated

Infrastructure Delivery Plan which will feed into the Local Plan. We will always seek to use our funds most effectively to drive best value and reduce costs to taxpayers.

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

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

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

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

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

2.7 Capital financing strategies and associated policies

Several strategies and policies relate directly to capital financing:

2.7.1 Treasury Management Strategy

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

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

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

We also have regard to the DLUHC Investment Guidance and are aware of the importance of security, liquidity and yield in treasury management investment decisions.

Interim and outturn monitoring reports are provided to the Co-Operative Executive Member for Finance and Resources throughout the year.

2.7.2 Asset sales and capital receipts

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

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

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

Capital receipts will be used to finance capital expenditure, including capitalised revenue costs under the Government's capital receipts initiative. They are also used for debt redemption in accordance with the Council's Minimum Revenue Provision (MRP) Policy. They form part of the Corporate Investment Fund and are therefore subject to the governance for that Fund (see Appendix C1).

2.7.3 Prudential borrowing and debt; revenue budget implications

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

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

The Council sets and monitors prudential indicators to manage its debt exposures. Forecast borrowing costs (including interest and repayment charges) are expected to peak in 2024/25 at 17.8% of net revenue, before falling slightly in subsequent years.

The Treasury Management Strategy (TMS) sets out how the Council's borrowing will meet the prudential code and good practice to ensure borrowing does not exceed permitted limits. However, an overarching consideration of affordability of these costs must be addressed (given the

Council's immediate and medium-term budget constraints). This assessment of affordability in relation to the total cost of borrowing for capital projects forms part of the Section 151 Officer's review of the sustainability of budgets and level of reserves. Details of both the TMS and the Section 25 review of the sustainability of budgets and level of reserves can be found in the 2021/22 Revenue Budget report.

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

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

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

Different arrangements apply to Housing Revenue Account (HRA) borrowing. We have a self-financing HRA over a 30-year investment period. The HRA plans new prudential borrowing of £320m in the next 5 years (22/23 to 26/27) in accordance with our approved HRA Business Plan. HRA resources can only be applied for HRA purposes, and HRA receipts may only be applied to affordable housing, regeneration or housing-related debt redemption. This is not the same as external borrowing, as they are under-borrowed. The Council will need to externalise some of this debt over the next few years.

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

2.7.4 Debt repayment

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

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

2.8 Programme governance

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

2.8.1 Ensuring Members' leadership and engagement

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

- Individual consultation with the relevant Members at 'project mandate' stage, before projects formally enter the Investment Pipeline.
- Individual consultation and endorsement of relevant Executive Member at 'outline business case' stage.
- Formal approval at Co-Operative Executive.

The ability for Members to inform – and be kept informed – of the capital programme is vitally important. They need to 'own' the capital programme, understanding the risks and opportunities facing the city. We must set the right priorities so we invest public money in the right areas.

The introduction of the new Committee-based governance system later in the year will impact upon this. Detailed proposals are currently being developed to ensure that democratic scrutiny is maintained and enhanced.

2.8.2 Delivering real value for Sheffield people

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

2.8.2.1 The Capital Approval Process

The Council requires several "checkpoints" at which the validity of the project is tested by the Programme Groups and then the Capital Programme Group. These are:

- Approval of a **mandate** to ensure that all projects are linked to the Council's priorities so scarce resource is not wasted on irrelevant projects.
- Approval of an **initial business case** to set potential parameters to the project and to test assumptions.
- Approval of an **outline business case** which will set out the benefits of the project against our strategic objectives. It also sets out the delivery and procurement options for the project. The Programme Groups will test if the proposal is value for money.
- Approval of a **final business case** once the preferred option has been selected and procurement completed, showing all the anticipated project costs, benefits and savings.

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

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

2.8.2.2 Effective financing

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

2.8.2.3 Effective procurement

Robust options appraisals are carried out at outline business case stage to determine the most efficient and effective procurement route. We have introduced new measures to prioritise local contractors within the fullest extent permitted by law to keep the Sheffield pound within Sheffield. We also use regional frameworks and dynamic purchasing systems whenever we can to maximise the benefits of our spend to the Sheffield City and Yorkshire regions (whilst minimising both our internal costs and the administrative burden on contractors). We want to make it easy for local companies to do business with us, and we continually challenge how we do things to minimise the barriers they may face.

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

Post-COVID, this assumes even greater significance. We will do everything we can within the law to support local supply chains and local businesses to maintain the resilience of our economy and build back better. We particularly want to support local small to medium sized enterprises (SMEs) and social interest companies who contribute so much to the fabric of our city.

We have contributed fully to the Government's latest consultation on the UK's new procurement rules following our departure from the European Union, lobbying for maximum flexibility to prioritise the local economy. We have signed up to the 'British Steel Charter' to maximise our use of British steel. And we are signatories to the 'Construction Minimum Standards Charter', which promotes fair working practices for those in the construction industry.

We will also continue to build on our Ethical Procurement Policy, maximising the social value we generate from our spend. We will continue to require employment and skills outputs for the communities we serve, building a workforce fit for the future. We will also seek to minimise the environmental impacts of our capital programme wherever we can, across all our programme areas. And we will ramp up on focus on delivering social value so our spending powers delivers real, quantifiable benefits back to our communities.

In short - we will maintain an unrelenting focus on doing things better and driving greater benefits for the city and our residents.

2.8.2.4 Effective project management

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

2.8.3 Co-Operative Executive

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

2.9 Slippage

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

However, our current reporting system has provided greater transparency and identified instances where money appears to be repeatedly carried forward from earlier years. This allows Members to test if the funding is really needed and could be reallocated to other priorities. It also shows the delivery performance on the capital programme.

As at 31 December 2021, the value of net slippage approved to date is £2.3m. This relates to the delay in year 3 of the Transport Fleet replacement programme due to increasing issues with supply chains.

£5.1m of allocations have been re-profiled - i.e. moved from current year into future years for schemes not yet in the delivery phase. These relate to delays on the Council Housing Roofing Programme Scheme.

The impact of the COVID-19 pandemic has presented many challenges for delivery of capital schemes. Sites have been forced to close, and many of those which have reopened have incurred additional costs resulting from social distancing requirements and stretched supply chains. We expect significant further reprofiles and slippage up to £80m will be brought for approval before the end of the financial year.

2.10 Effective risk management

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

2.10.1 General Risks – Identification and Mitigation

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

Interest Rate Risk – the Council is planning to externally borrow £385m as set out in this Capital Strategy over the next three years. This will cover new capital investment and ensure internal borrowing is maintained at a sustainable level. Whilst the Council tends to borrow at fixed rates, interest rates in themselves are variable and a rate rise could mean that there would be an increase on the cost of servicing future debt to a level which is not affordable. To mitigate this, the Council has used interest rate forecasts which include a prudent provision against interest rate rises. In the event that interest rates rose beyond this forecast, the revenue cost to the Council would increase. A rise of an extra 1% in the interest rate would cost an extra £3.85m by the end of the 3-year period.

Inflation Risk – construction inflation over and above that budgeted by the Council's professionals and advisors and built into project budgets could impact on the affordability of the capital programme. A 1% rise in the cost of the programme would increase the cost of the programme. This is mitigated through the provision of contingencies, updating estimates regularly as they change and monitoring the impact through governance processes. This may also be mitigated (post contract signature) through fixed price contracts when we consider this represents best value. We are ever mindful of the potential for increased costs resulting from COVID-19 – whether arising from social distancing requirements on site, or higher material costs which may be in short supply.

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

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

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

2.10.2 Management of Project Risks

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

Supplier Financial Stability – construction companies and developers contracting with the Council would, if they experience financial instability, pose a significant risk. They may not be able to raise finance to cash flow operations. Insolvency processes could lead to a costly process of changing suppliers without any guarantee of remaining within overall budget. The Council could also suffer direct financial loss and any defects may not be resolvable as anticipated. To mitigate this, the Council carefully considers the financial robustness of any contractor and requests appropriate financial standing assurance and support wherever possible. Furthermore, the Council only pays contractors in arrears, minimising its exposure to this risk. That said, we have revised our financial evaluation processes this year in line with government guidance to ensure we do not unwittingly discriminate against new, often smaller businesses who may not be able to evidence long-term financial stability. This maintains a balance of encouraging new entrants to the market whilst effectively managing risk.

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

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

Highlight reporting – monthly highlight reports are created for all projects to flag progress and risks of projects to Programme Groups, Project Sponsors and, ultimately, Co-Operative Executive.

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

2.11 Skills and knowledge

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

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

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

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A3 KEY CHALLENGES AND STRATEGIC DECISIONS

Key projects which require strategic decisions over the next 12 months

1 Background and context

The need for a new vision and strategy for Sheffield's City Centre has been identified as part of our wider recovery plans following the impact of the COVID pandemic. However, the City Centre is one of several key areas where a lack of funding and/or agreement on the way forward has prevented progress for some time, for example in relation to the Town Hall and the Central Library / Graves Art Gallery.

Decisions are required in the following areas:

- City Centre Strategy
- Housing Growth
- Education and SEND
- Our wider corporate estate

All these areas, to a greater or lesser extent, require some support from our own funding. We therefore need to look at these issues in the round so we can plan ahead, decide on our overall funding strategy and develop full a feasibility for each scheme. This will establish the funding envelope for the delivery of the City Centre Strategy Vision, progress on which was reported to the Co-operative Executive on 26th October 2021.

The strategy needs to cover a 'spine' of various Sheffield locations, running from Castlegate, Fitzalan Square and High Street onto Fargate, carrying on along Pinstone Street and down through The Moor.

Key projects we need to address (where funding such as the Levelling Up Fund and Future High Streets Fund has now been secured) include Castlegate, High Street and Fargate.

Further work and consultation are required to develop proposals for the former John Lewis building, the Town Hall, Central Library and Graves Art Gallery, The Moor and Moorfoot.

The City Centre Strategic Vision will look at how areas of the centre can be defined by several neighbourhoods, including Castlegate and Moorfoot. We will also define some new housing sites, acting as catalysts for medium to long term housing-led regeneration. The sustainability of all activity along the key streets from Castlegate to Moorfoot will then be supported by a resident and working population.

The City Centre will be a place for all the people of Sheffield and the region. A place where they can meet, socialise, play, collaborate and work together. Therefore, accessibility and connectivity to the city centre is important. The strategy will also reference the Clean Air Zone proposals

as a pre-requisite for further city centre development. Sheffield is a fantastic place with a lot to offer. The strategy will seek to build on this whilst addressing the following issues:

- A better balance of residential, office, retail and civic uses, including how we manage potential conflict between uses in the city centre.
- Having housing options for all, in high quality homes linked to wider planning and environmental policy.
- New workplaces: offices and space for innovation and collaboration that are adaptive to flexible working.
- A reduction in the importance of retail space, with a better mix between national brands, homegrown brands, leisure, and culture, that makes the city centre the place for socialising and exchange of ideas rather than just shopping.
- We need to think more about young people from children to young adults and what offers are meaningful for them in a digital age. We also need to address how we cater for an elderly population.
- Providing enhanced public realm that can support a more flexible use of active outside space, particularly streets, for markets, events, seating, play, and other activities.
- Higher quality infrastructure to encourage active travel, with dedicated space for cycling and ‘healthier’ streets for people, along with a bus and tram network that is more reliable, faster, cleaner, and supports better interchange and connections in the city centre, to reduce the number of private car trips. This includes how we will use Pinstone Street at the heart of the city centre.
- Achieving this development in a low and net zero carbon way.

The Council’s resources are limited. This overall vision can only progress if we are successful in securing external funding. Agreeing a general way forward is important so we can carry out feasibility work. This enables us to properly cost the projects under consideration - a necessary step so we can bid for grants, additional Government funding etc.

2 Projects to be reviewed in 2022/23

In 2022/23 we will therefore review the following projects to determine our order of priorities. Some of these are identified in the relevant parts of Section B of the Capital Strategy as potential pipeline projects, which have not yet received approval. Others are emerging proposals, some of which are currently out to consultation, where the potential projects still need to be fully scoped before proposals are brought forward for consideration by members.

City Centre Strategy

Town Hall	Agreeing long-term proposals for this landmark building
Graves Art Gallery/Central Library	Explore options to create a nationally significant cultural offer in Sheffield
Moorfoot	Consider our long term plans for the future of this building
John Lewis Site	Consider our long-term plans for the future of this building

Sheaf Valley & Midland Station	Consider how we facilitate a transformed Sheffield Station with new public green spaces, better homes, leisure, and business space
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Housing Growth

Site Enabling Works	Identifying where we will intervene to release small sites for development as well as delivering our Stock Increase Programme
Park Hill Phase 5	Working with the developer as appropriate to act as a catalyst for wider regeneration in the area

Education & SEND

Schools Condition	Maintaining our schools to create an environment suitable for our children and young people to learn
Schools Expansion	Sufficient school places for our anticipated pupil numbers, reducing pupil movement across the city
Special Educational Needs & Disabilities	Sufficient SEND places for our anticipated pupil numbers

Wider Corporate Estate

A review of our wider Corporate Estate	Essential Compliance & Maintenance Corporate Asset Rationalisation / Workplace of the Future/ Local Area Offices Future of/investment in Manor Lane / Olive Grove / Staniforth Road Depots
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This collective approach will ensure we are able to deliver the City Centre Strategic Vision, whilst also addressing these other key areas. It will be a major focus for the Council during 2022/23.

A4 SUSTAINABILITY AND CLIMATE CHANGE

How we will navigate our way towards 'net zero'

1 Background and context

The Council has declared both a climate emergency and a nature emergency. Our 'Pathways to Decarbonisation' report - released earlier this year - sets out the scale of the challenge we face to meet our ambition of becoming a 'net zero' city by 2030. The report sets out the level of carbon emissions reductions required in our homes, commercial and industrial buildings, transport, energy generation and land use.

It also sets out the scale of investment required. The estimated cost of our transition to net zero as a city runs in to the billions. Sheffield City Council simply does not have the resources to finance all the changes we need. But we are ambitious to play our part to reduce our own emissions. And we pledge to do what we can to enable change across the city through our investments. Deprived communities stand to suffer the most from the effects of climate change and we cannot allow this to worsen our city's inequalities.

Under this Capital Strategy, we will continue to bring projects forward which help us meet the dual challenges of recovery from the COVID-19 pandemic and responding to the climate emergency. We will focus on the wider positive benefits, increasing our resilience as a city and helping all our citizens to adapt and thrive.

Future generations deserve nothing less.

2 Where we are now

Over £200m of projects in our capital programme have a direct or indirect impact on the City's sustainability and resilience. We're mindful of our environmental footprint and have been investing for several years to begin to mitigate this. We have made a start.

But there is so much more to do.

Our '10 Point Plan for Climate Action' - produced in response to the 'Pathways to Decarbonisation' report - lays out a framework for how the Council proposes to work with the wider city to address the shared challenge of the climate crisis. The high-level plan includes both internal measures to enable and support Council Officers and Members to deliver on our commitments, and external measures to facilitate action across the city.

Within the Council, we are introducing climate impact assessments on all our decisions. This will embed consideration of sustainability implications at all stages of the process – from the initial project mandate through to the ultimate project delivery and monitoring. We will assess the impact of our capital projects on carbon emissions from:

- building construction and use
- renewable energy generation and energy efficiency
- use of resources
- production of waste
- climate resilience and adaptation
- demand for and type of transport
- potential for climate awareness raising
- products and services
- land use and biodiversity
- impacts on sustainable businesses and green skills development.

The Council's financial position is extremely challenging. The resources we have available within our existing budgets to drive this forward are limited, to say the least. So we are proactively engaging and exploring innovative funding options to close this gap. This includes a combination of central governments funds, the UK Infrastructure Bank and the private sector, to resource our ambitions.

Our Investment Strategy will help us to prioritise and identify funding and investment routes for our decarbonisation programme. We will continue to develop outline business cases so that we are ready to respond to funding opportunities at pace as they arise. We will also work creatively to package up 'investible propositions', partnering with other places and 'core cities' to access investment from both public and private sectors.

3 A snapshot of key projects

We are delivering retrofit schemes to 800 council homes to improve the energy efficiency of our housing stock, together with installing solar panels and battery storage on our high-rise buildings. We're also working with partners and the private sector to improve the energy efficiency of the city's wider housing stock. And we're creating decarbonisation plans for non-domestic buildings in the Council's wider corporate estate.

Our 'Connecting Sheffield' programme is delivering a £50m+ programme of active travel and public transport improvements across the city. We're also installing charging points for electric vehicles to encourage air quality improvements.

We're identifying land across the city which is suitable for renewable energy generation and battery storage infrastructure. And we're working closely with Northern Power Grid on grid capacity requirements.

And we are working with the Government's Department of Business, Energy and Industrial Strategy (BEIS) on a Heat Network Zoning Pilot Programme. This will identify areas where existing or new heat networks can provide the lowest cost, lowest carbon form of heat to large domestic, industrial and commercial and public sector buildings. Sheffield was a pioneer of district energy networks some decades ago – both in the city centre and on many of our council housing estates. We need to scope their potential for carbon reductions in future years.

4 How we will engage with the wider city

Sheffield is blessed with people and organisations with a wealth of skills, knowledge, experience, and passion for acting on climate change. Many more want to act but may not have the skills or confidence.

We have already held an initial climate summit in March 2021 to launch our 'Pathways to Zero' report. Over 200 citizens attended to share their ideas and input into developing our approach to the climate challenge.

We now want to involve more people, businesses, and organisations as we develop our delivery plans and interventions. We will enable, support, and celebrate others to act together in this shared challenge – one of the most important that we face.

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B1 GROWING AND INCLUSIVE ECONOMY

We will seize opportunities to rebuild and renew our economy whilst becoming a cleaner and more sustainable city. Supporting our city centre and district centres to adapt to the changing economic circumstances to build future resilience and growth

1 Background and context

Our ambition is for Sheffield to be a flourishing, sustainable and inclusive city economy which creates opportunity, good jobs and better jobs for Sheffields. As a strong partner alongside businesses, we want a city with a dynamic environment for development and enterprise with a culture of businesses able to start-up, scale up and innovate here in Sheffield.

The last 18 months have been extremely challenging. The pandemic and associated measures to control the spread of COVID-19 impact on jobs, businesses and livelihoods. As well as the immediate impacts, the pandemic has also accelerated changes that were already underway, such as the shift to digital in work and in retail, and increased automation. It has also created new trends, such as the rapid shift to home working for some sectors of the economy. These developments create new opportunities, but also have the potential to exacerbate existing inequalities and bring significant uncertainty to different sectors in our economy.

We had already begun the process of addressing some of these trends prior to the pandemic, with major innovation assets focused on advanced manufacturing and life sciences. Work was underway to reinvigorate the city centre and diversify its offer by focusing on culture and entertainment as well as retail and work. This must now accelerate.

We declared a climate emergency in 2019 and a nature emergency in 2021. We have published an independent assessment of the steps needed to get to Net Zero by 2030, much of which is concerned with the fundamentals of our economy. Responding to the climate emergency gives new and unique opportunities for innovation – in manufacturing businesses, in energy generation, in quality of housing and transformation of our transport systems – on a city scale. By creating a more sustainable economy we will support our city and its businesses to thrive. We can create community wealth by accelerating the business and economic opportunities that will arise from the move towards a low carbon future, including renewable energy, sustainable transport, smart technologies, research, and development.

Sheffield has significant assets that will continue to provide opportunities for development, investment, and growth to produce sustainable economic activity to support the city and region. We will be working with partners to create investable propositions around these assets:

- The developing innovation assets in the Advanced Manufacturing Innovation District, including The University of Sheffield's Advanced Manufacturing Research Centre (AMRC) and Sheffield Hallam University's Advanced Wellbeing Research Centre (AWRC)

- The developing City Centre Strategy, to create a thriving city centre, with a strong focus on housing-led growth in the city centre, alongside catalytic employment projects like West Bar and Castlegate, and the ongoing development of Heart of the City II
- The city's burgeoning digital and tech sectors
- The vibrancy of the city's culture sector
- District centres and communities
- Sheffield's unique offer as 'The Outdoor City', sitting within the Peak District National Park.

We will work alongside Sheffield City Region in delivering their Strategic Economic Plan and Renewal Action Plan. We will also seek to partner with the public and private sector partners, including the Sheffield Property Association, Chamber of Commerce, University of Sheffield, Sheffield Hallam University and Homes England. This will maximise our effectiveness and ability to unlock funding opportunities.

2 How does this Priority contribute to 'net zero'?

Reducing the impacts of climate change will help stabilise and mitigate significant impacts on our local economy. Supporting efforts that recognise the valuable contribution the natural environment makes will help our local economy.

Analysis shows that in 2017 the emissions from the commercial and industry sector contributed 801ktCO₂, equivalent to 35% of Sheffield's emissions. Commercial buildings accounted for 54% of these emissions, whilst industrial buildings accounted for 46%. 92% of EPCs for non-domestic buildings in the city are below level B, with 57% at D or below.

To address this, our buildings and new developments will improve insulation and use more efficient appliances, as well as decarbonising heat (including through increasing connections to the district heat network and the installation of heat pumps). Business and industry will need to increase the energy efficiency of their processes. Materials will need to become more sustainable. These changes are not unique to Sheffield. But we are ambitious to lead in how future cities are developed.

There are opportunities to create a growing green sector. By embracing sustainable development, we create demand for businesses and skills in the green economy, as well as making our developments and businesses more attractive and resilient.

3 Projects completed in 2021/22

	Project and value	Impact
1	Future High Streets Fund (FHSF) Events Space (Purchase only) (£1.8m)	Facilitates the design and delivery the FHSF 'Events Central' intervention.
2	Three Brooks Flood Scheme (£0.1m)	Focused on Kirkbridge Dike and Car Brook in the east of the city to better protect 28 households through channel and culvert improvements. The scheme is integrated with sustainable drainage of Manor and Arbourthorne areas taking pressure off the sewerage system, reducing upgrade costs and stopping pollution as well as creating urban blue-green corridors revitalising local watercourses protecting Darnall and Manor Park from flooding.

4 Current projects already in delivery

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Upper Don Valley Flood Scheme	£9.2m	18/19-22/23	No	Sheffield City Region Investment Fund (SCRIF) Environment Agency CIL	Comprehensive linear flood defence to three discrete flood 'cells' within an area at high risk of flooding on the River Loxley (a tributary of the River Don) and at the confluence of the Loxley and the River Don.	63 homes and 152 commercial properties will have much reduced likelihood of flooding £30.179 million of damages avoided £8.657 million in Gross Value Added (GVA) that would otherwise be lost to the local economy over a 10-year appraisal period due to flood risk disruption to businesses (estimated using the Frontier Methodology) At least £18.1 million GVA in potential growth due to the removal of one of the key constraints to business development and job creation in the flood risk area Potential generation of 98 Full Time Equivalent jobs to the local economy 12.5 Full Time Equivalent construction job years 1,900 jobs in the area will benefit from reduced flood risk (calculated using the Frontier Methodology) 2 A roads protected (A61 and A 6101) 2 Tram routes protected – city centre routes through to Malin Bridge and Middlewood

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
2	Future High Streets Fund Public Realm	£8.8m	2020/21 – 2023/24	No	Future High Streets Fund, Corporate Resources	23,000m2 of improved public realm	<p>City centre workers and visitors will benefit from a better quality of place and public realm, supported by events and activities geared to a wide range of interests.</p> <p>Businesses and retailers will benefit from increased footfall, more visitors, and more people living in or near the city centre. This will support new jobs and business opportunities.</p> <p>Community and cultural organisations will benefit from the use of the new space to stage outdoor performances and events. This is particularly important in enabling the cultural sector to recover from the impacts of COVID-19.</p> <p>Property owners and investors will benefit from an improved public realm and digital infrastructure and events to animate space, supporting and enhancing land values.</p> <p>Existing and prospective city centre residents will benefit from an exciting mix of cultural activities; a less polluted environment, action to tackle crime, and new homes and infrastructure.</p>
3	Future High Streets Fund Front Door Scheme	£5.2m	2020/21 – 2023/24	No	Future High Streets Fund, Corporate Resources	7,900m2 of commercial space 70 new homes	<p>Landowners to benefit from grant assistance to repurpose vacant/underused space for new work and residential accommodation. The public investment will secure £26.1m of private sector investment for improvements to existing buildings on Fargate and High Street.</p> <p>It is estimated this investment will support the creation of 227 jobs for local people.</p>
4	Future High Streets Fund Events Central	£5m	2021/22	No	Future High Streets Fund	2,100m2 of cultural, arts, community and commercial space	A new cultural venue that will host up to 184 events annually, attracting a total of 55,600 attendees
5	Grey To Green 2 (Angel Street)	£0.8m	2020/21 – 2021/22	No	ERDF SCR	Public realm improved. 1 SUD scheme	<p>Safer and more sustainable transport through segregated cycling and footpaths</p> <p>Sustainable Urban Drainage (SUD)</p> <p>Enhanced public spaces</p>

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
6	Town Hall Square and Fargate	£3.8m	2022 – 2023/24	No	Get Building Fund SCR (TBC)	White boxing and pop up activity Animation of Town hall square with pop up spaces and digital screen	Providing vibrancy and footfall in the area around Fargate and Town Hall ahead of future building developments
7	West Bar	£0.65m SCR £1m JESSICA £3m CIF	2021-2024	No	SCR Jessica and Brownfield Housing Fund	200,000ft2 commercial space 360 new homes	New city centre mixed use neighbourhood with offices, homes, leisure uses and high-quality public realm. Improved pedestrian routes to/from the city centre and neighbourhoods at Kelham and Burngreave
8	Attercliffe - Centre for Child health technology	£8.8m LUF	2022-2024	No	Levelling Up Fund	4100 m2 Floorspace, 100+ jobs, healthcare facility	World leading child health centre combining Innovation space, industry, academia, clinicians and patients
9	Attercliffe - Connection and Movement	£4 m LUF	2022-2024	No	Levelling Up Fund Transforming cities fund	2 Improved tram stops 5km of highway improved Secure storage for 100 bikes Site preparation for Innovation centre	Enhanced streetscape and wayfinding
10	Attercliffe - Adelphi Square	£4.2m LUF	2022-2024	No	Levelling Up Fund	1200m2 Floorspace improved 2 heritage buildings saved	Increased footfall on the high street
11	Castlegate – Castle Site	£15.7m LUIF	2022-2024	No	Levelling Up Fund	Site preparation 8120sq m public realm	Deculverted river, interpretation of castle site
12	Castlegate – S1 Artspace	£1.6m LUF	2022-2024	No	Levelling Up Fund	Floorspace, jobs, healthcare facility 30 workshops 9 live work flats 1040 people trained	Five new art galleries Learning studio Sculpture park 80,000 annual visitors

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
13	Castlegate Harmony Works	£1.7m LUF	2022-2024	No	Levelling Up Fund	1160 m2 teaching space 350 m2 performance space 200m2 commercial space	Collaborative music and education centre
14	Stocksbridge Towns Fund	£26.0m	2021 - 2025	No	Towns Fund SYMCA	30,000 sq. ft. Community hub containing a modernised library service. 400 sq. meters of new public realm and public spaces Improved accessibility to high street services and a wayfinding scheme New cycle and walking trails including over 1.5km of over road provision A new local Bus service Post-16/ Adult education facility An all-weather 3G pitch and new cricket pavilion and improvement infrastructure at the Football and Rugby Club. A hydrotherapy centre. A new skate park and an improved footpath network, connecting the leisure centre directly to the park. Improved resilience and biodiversity of the little don river.	Improved access to high street services Better health and wellbeing facilities New post 16/ adult education facility Improved physical environment Improved commercial and retail environment A new modern library building New, modern flexible office/ Community space Improved health and leisure infrastructure Improved river management and greater flood resilience and improved river biodiversity.

5 Investment pipeline for the next 10 years

Our pipeline of capital activity is regularly reviewed to reflect Council priorities, economic circumstances, and availability of funding. On the back of the One Year Plan there is a renewed focus on Climate Change, Economy and Development. In the context of the Growing and Inclusive economy key areas include:

- Creating a flourishing, sustainable and inclusive city economy with good jobs and better jobs.

- Thriving City Centre and district centres
- Innovation ecosystem (Advanced Manufacturing Innovation District) that support Innovation driven enterprise and creates opportunities for our communities
- Raise the profile of the city nationally and internationally to attract new business, investment and talent to the city
- City vibrancy – stimulating demand – animating and creating experiences through our culture, tourism, events and place making and marketing.

The COVID-19 pandemic has led to significant changes to the landscape and investment will be required to underpin the future vision and drive economic growth within the city. There are strong overlaps with transport, infrastructure, and sustainability as well as housing growth and green and open spaces.

The pipeline is further guided by the COVID-19 Business Recovery Plan (locally) and the South Yorkshire Strategic Economic Plan (regionally). This will require a Place Based Plan – outlining key projects for future economic change.

The list below is the Investment Pipeline at a particular point in time and reflects both specific projects and programmes that are currently in development. Some are in the early stage of feasibility work. Others are more advanced with funding sources identified. The pipeline will be regularly reviewed to ensure it meets the priorities of the city, with activity added as appropriate and likewise others removed if they are no longer required or become undeliverable.

- Central Area Strategy - John Lewis, Moorfoot, Graves Building, Sheaf Valley and Sheffield Midland Station Masterplan, Devonshire Quarter, Castlegate, Wicker Riverside
- Parkwood
- Sheffield Housing Zone North
- Advanced Manufacturing Innovation District including
- Olympic Legacy Park and Attercliffe
- Stocksbridge
- Place Making – Lower Don Valley Art Project
- Catalyst Housing Sites (See Housing Growth)
- City Hall and Ponds Forge - covered in Leisure Renewal but important to the Central Area Strategy.

The broad nature of activity reflects the necessary investment in the city to enable it to recover from the COVID-19 led recession and grow for the benefit of all residents and businesses of the city wherever they might be located.

6 Our forward look to the 2050s

With a population set to increase to over 600,000 by 2043, it is important that the city fulfils its role as an economic driver for the City Region, presenting opportunities for growth and renewal. Sheffield should be seen as the place to live, work and play with a successful city centre and

vibrant and thriving district centres serving their local communities. Across the city there will be a need to accommodate a wide range of activities and amenities which encourage footfall and provide a reason for people to visit the city centre and their district centres.

The city centre itself will become an important driver of housing growth. Bringing more people into city centres - and creating city centre neighbourhoods - will support other components that will develop as city centres transform from places traditionally associated with employment and retail into a broader offer to benefit the wider economy.

Delivering this strategic vision will not happen if we rely solely on market forces. Public sector intervention will be needed, working alongside strategic partners and key stakeholders. Key areas of investment in transforming the city will include:

- Placemaking, public realm and grey to green type initiatives
- Providing a diversified city centre offering
- Creating sustainable communities across the city
- Infrastructure
- Transport and active travel
- Homes of a variety of types and tenures
- New office developments and places to work
- Culture, arts and leisure
- City centre animation and Outdoor City.

7 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Lack of revenue funding for early development and feasibility works for capital projects. Lack of funding for wider Economic Development activity	Corporate Investment Fund to ensure investment in development of projects that are best aligned to Member priorities and strategic objectives for the city
2	Availability of match funding for capital investments	As above - and continue to explore and identify options for external funding
3	Uncertainty about future availability of Central Government and the replacement of European funding	Work with European funding partners to maximise current opportunities for funding, minimising risk of clawback and keep implications of Brexit under scrutiny. Work closely with the SCR to maximise access to Government funding.
4	Uncertainty about the impact of COVID-19 on the medium and long-term needs of business and their infrastructure requirements	Ongoing dialogue with the business community and the City Growth Board leading to a post COVID-19 Economic Strategy.

B2 TRANSPORT

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

1 Background and context

The key principles which underpin our investment strategies are set out in Sheffield's Transport Strategy. This is further complemented by the regional and national transport agenda, whereby improvements in sustainable and inclusive connectivity will be key to ensuring a strong recovery from the COVID-19 pandemic.

On a practical level, the publication of government advice around sustainable transport infrastructure design and implementation, the consultation on long standing requests for legislative changes to highway powers to Highway Authorities outside of London and the funding allocations for transport further outline an ongoing commitment to transport improvements.

On a local level, the city's Transport Strategy outlines the policy position for this investment:

A city that's easier to get around

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

A better-connected Sheffield

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

A safer and more sustainable Sheffield

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

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

It is the Council's ambition that public transport, cycling, and walking are natural choices for making journeys within our city - whether this be to the local shops or for journeys to work. Working closely with our communities, the third sector, and the wider public and private sector, a strong basis for achieving our sustainable transport ambition can be developed, and ultimately delivered.

The Council wants to support the transformation of local areas through this ambition to promote sustainable forms of transport. Making the change away from private car ownership will tackle congestion, improve physical and mental health through mobility and support local economies – whilst also being a fundamental cornerstone to achieving local and national climate change resilience. Specifically, capital delivery of an improved and seamlessly connected active travel network will see employers benefit from a healthier workforce, simultaneously creating more opportunities by delivering thriving streets which are made more accessible with reduced severance caused by car movements.

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

The 'Big City Conversation' survey covers a wide range of Council functions to help understand - from the public's perspective - what the Council should be prioritising and investing in. Now complete, the findings from this survey identified that traffic congestion, poor air quality and the need to improve local streets are all key areas of public concern. This further outlines the importance of the investment associated with the Transforming Cities Fund and the Clean Air Zone mandate. Investment in active travel and public transport should be positively received.

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

2 How does this Priority contribute to 'net zero'?

Transformation of our transport system to achieve net zero emissions mobility is one of the most significant challenges the city and the country faces. But transformation is required to prevent extreme climate change and achieve environmental sustainability objectives. Transport decarbonisation offers us a powerful opportunity to achieve positive change at a global scale. And improving the quality of mobility for all is an outcome we should pursue as part of decarbonisation.

This has been clearly recognised in the 'Pathways to Zero' report, but also more strategically through the Department for Transport and Transport for the North Decarbonisation Plans.

We are developing strategies to support alternatives to individual motorised journeys. The 'Connecting Sheffield' investment programme is seeking the design and delivery of public realm enhancements with a movement strategy that improves integration of transport modes and

supports the behavioural shifts needed to encourage more people to travel using sustainable modes. This will inherently alter how we use carbon in the transport system.

The decarbonisation agenda creates a fantastic opportunity to drive other beneficial outcomes - from better connected communities, to cleaner air for Sheffield. Transport is becoming a flywheel for change, not only within the transport sector itself, but by catalysing wider change in energy systems and other operational functions of the Council. This includes the roll-out of electric vehicles for the in-house fleet, but also how charging points are deployed across the Council's estate, such as housing provision, car parks and the highway itself.

Transport decarbonisation is about far more than vehicle choice and modal mix. System-wide decarbonisation is also about the carbon implications of transport infrastructure design, construction, and operation. Minimising embodied carbon in both infrastructure and vehicles must be tackled to achieve credible, comprehensive transport decarbonisation - as is operational emission reduction across supply chains

3 Projects completed in 2021/22

	Project and total value	Impact
1	Clean Bus Technology (£4.9m)	Improved Air Quality
2	Electric Van Trial Scheme (Van Purchase) (£0.9m)	Business confidence in electric vehicles has been radically improved, encouraging the transition away from diesel and petrol powered vans. Start of 2 year trial.
3	Electric Taxi Trial Scheme (Taxi Purchase) (£0.5m)	Taxi industry confidence in electric vehicles has been radically improved, encouraging the transition away from diesel and petrol powered vans. Start of 2 year trial.
4	Station Road / Halfway Crossing (£0.3m)	Improved access to the local area and improvement in road safety
5	Sheaf Valley Cycle Route (Phase 1) (£0.4m)	The first stage of a shift towards increasing active travel use along one of the core routes into the city
6	20MPH Zone (£0.3m)	Road safety and enhancement and reduced highway severance at 3 locations
7	Pedestrian Crossing Enhancements (£0.3m)	Improved access to the local area and improvement in road safety at 4 locations
8	Nether Edge & Crookes Active Travel Neighbourhoods (Phase 1) (£0.1m)	Improved access to the local area and improvement in road safety
9	Completion of legacy cycle scheme works (£0.5m)	Improved access to the local area and improvement in road safety
10	School Streets (£0.3m)	Improved access to the schools

4 Current projects already in delivery

Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
Broadfield Road junction	£3.7m	2018/19 – 2022/23	No	NPIF LTP PTE Better Buses	Remodelled junction to improve bus journey times and reliability	Bus journey time improvements; bus journey time reliability
Clean Air Zone Implementation	£3.8m	2019/20 – 2022/23	No	NO2 Plan Implementation Fund	Infrastructure to implement Clean Air Zone Charging	Improved Air Quality Delivery subject to Government approval of Outline and Final Business cases; additional funding required.
City centre Connecting Sheffield	£14m	2019 – 2021/24	No	Transforming Cities Fund	Improved Cycle Connectivity across city centre including major public realm enhancement. Improved bus infrastructure	Improved Bus journey time improvements; bus journey time reliability through the implementation of bus gates and priority. Enhanced access to the city core for walking and cycling, including the creation of usable space for events and leisure purposes.
Neepsend Kelham Parking Scheme	£0.6m	2021/22 – 2022/23	Yes	Section 106 Future Parking Income	Regulated parking improvements	Improved traffic flow and creation of highway quality street scene.
City centre Bike Hub	£0.3m	2021/22-2022/23	No	Active Travel Fund	Secure cycle parking facility	Improved cycle offer supporting the infrastructure changes across the Connecting Sheffield programme
Kelham Island and Neepsend Connecting Sheffield	£11m	2020/21 – 2023/24	No	Transforming Cities Fund	Bus and Active Travel improvements	Bus journey time improvements; bus journey time reliability and local accessibility improvements

Attercliffe to Darnall Connecting Sheffield	£18m	2020/21 – 2023/24	No	Transforming Cities Fund	Bus and Active Travel improvements	Bus journey time improvements; bus journey time reliability and local accessibility improvements
South West Bus Corridors Connecting Sheffield	£1.4m	2020/21 – 2023/24	No	Transforming Cities Fund	Bus and Active Travel improvements	Bus journey time improvements; bus journey time reliability and local accessibility improvements
Magna Tinsley Connecting Sheffield	£5.4m	2020/21 – 2023/24	No	Transforming Cities Fund	Creation of a joined-up cycle network from Meadowhall to Rotherham via Tinsley. Also, access to new tram stop at Magna.	Improved accessibility and connectivity.
Nether Edge Connecting Sheffield	£12.5m	2020/21 – 2023/24	No	Transforming Cities Fund	Creation of a cycle route from Sharrow Lane Crossroads to the city centre and the Broomhall	Improved accessibility and connectivity.
Road Safety Fund Programme Connecting Sheffield	£4m	2020/21 – 2022/23	No	Road Safety Fund	Infrastructure to support local movement and address road safety issues	Improved traffic flow, increased mobility and road safety improvements.
Other Local Transport Plan	£1.5m	2021/22	No	SYMCA Integrated Transport Block	Local transport interventions	Improved traffic flow, increased mobility and road safety improvements.
Shalesmoor Gateway	£22.5m	2021/22 – 2024/25	No	Major Road Network (TfN/DfT) – subject to competitive funding award	Remodelled junction to improve bus journey times and reliability and introduce access improvements to the wider area. NB revenue spend only to date as project scoped	Improved traffic flow, increased mobility and road safety improvements.
SCR Innovation Corridor	£170m	2017/18 - TBC	No	TBC – subject to competitive funding award	New access to be created to the AMID area from Meadowhall to Catcliffe. NB revenue spend only to date as project scoped	Improved traffic flow, increased mobility and road safety improvements.
Barrow Hill Line and Waverley Station	£10m	2021/22 – 2022/23	No	Restoring Your Railways Fund	Reinstatement of passenger train services on the Barrow Line. New stations at Waverley, Beighton and Killamarsh	Improved rail connectivity. N.B. This is not an SCC project, but a partnership with MCA and Derbyshire County Council. A Strategic Outline Business Case has

						been submitted and approved by the Department for Transport and a full OBC is now being prepared.
Electric Vehicle Charging Points	£0.5m	2021/22 – 2022/23	No	Get Britain Building Fund	Provision of electric vehicle charging infrastructure	Improved access to the public charging network.
Mass Transit	£400m	2019 - 2024	No	DfT	Essential maintenance of Supertram network	Continuation of operation – again, this is not an SCC project, but partnership with MCA; OBC business case submitted to DfT and this is under ongoing development.

5 Investment pipeline for the next 10 years

The transport investment landscape is changing radically. Department for Transport guidance specifically highlights the need for a step change in both active travel provision and bus priority. Funding criteria are moving away from the old ‘predict and provide’ ethos of road capacity enhancements, with a clear focus on how highway schemes must demonstrate a benefit for public transport and provide improvements to pedestrian and cycling facilities. This follows the backdrop of the need to manage the demand of private car trips, related to the decarbonisation and environmental initiatives.

The ‘Levelling Up’ agenda also places transport and connectivity at the heart of post COVID-19 economic recovery. The focus of the next 10 years of pipeline transport projects is on how interventions can support the city’s regeneration. This is linked to the emerging Local Plan objectives and centres on areas where congestion and modal shift is currently restricting growth. Improved journey time reliability and improving access from growing neighbourhoods to jobs, education and training - as well as improving conditions for business through effective network management - are critical outcomes to be achieved.

The design of new transport schemes will seek to introduce a safer approach to scheme implementation from the outset. This will follow the ‘Safe Systems Approach’ which is being proposed by the South Yorkshire Safer Roads Partnership. The standards for providing the correct type of infrastructure are established, with new guidance now in place from the Department for Transport. This will contribute towards an inclusive transport network and improve health outcomes.

There is a need for greater monitoring and evaluation following scheme implementation. This will ensure the benefits of investment in transport infrastructure continue year after year. We will seek to understand the impacts of the project, as well as highlight where retrospective improvements can be made. This will also include how we plan for the introduction of alternative fuel and automotive technologies where appropriate.

Priority	Impacts
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1	City Region Sustainable Transport Settlement (CRSTS)	The CRSTS is the capital funding allocation for all transport spend. The allocation and settlement will contain the next 5 years allocation of the Integrated Transport Block, as well as the final year instalment of the Transforming Cities Fund and the future 5-year major scheme transport funding. This fund will therefore deliver the day-to-day improvements on the local network, as well as provide the funding for larger scale strategic interventions. This will build upon the work currently in progress to further develop a joined up and seamless network.
2	Active Travel Fund and 'Mini Holland'	The Active Travel Fund and Mini Holland schemes will deliver the national commitment to effect behavioural change at a local level. Active Travel is a regional priority through the South Yorkshire Mayor and the Active Travel Commissioner. The impacts of this will be providing the correct infrastructure, with supporting revenue activity to promote walking and cycling as an attractive travel alternative.
3	Electric Vehicle Charging	There are some outstanding issues related to the delivery and management of electric vehicle charging infrastructure. Challenges around third-party ventures, including private sector mobilisation are yet to be understood, as well as some of the practical issues like cables on the highway and the management of kerbside availability. The impact of when these details are clear, will be a programme of work which seeks to ensure that Sheffield isn't left behind in this revolution and there will be a network across the city that serves the needs of the population.
5	Infrastructure investment	Continued investment in the maintenance of the transport system will ensure its safe and secure purpose. The other element to this is making sure that effective monitoring and evaluation takes place to inform future schemes and develops a strong case for further investment through local, regional and national funding sources.
6	Improving Air Quality and supporting the decarbonisation of the transport system	Decarbonisation and moving towards a sustainable city are very much at the forefront of funding decisions. Schemes have to contribute towards both reducing carbon through design as well as delivering schemes that support the transition to a low carbon future. The impact of this will inevitably be a cleaner, greener, and more efficient living environment that supports the needs of local residents and business.

6 Our forward look to the 2050s

By 2050, the transport network is predicted to be a very different offer. 'Innovate UK' have recently published a paper regarding how the transport system could look in 2050 and what investment needs to take place to get there. There is much uncertainty regarding the transport system given the changing behaviours driven by COVID-19. Travel habits have altered substantially through different working patterns and consumer habits.

The 2050 vision of the transport enables the movement of people and goods from one location to another through seamless, safe, net zero, connected, cost effective, accessible, and reliable means. However, there are attitudinal, technical, and economic challenges to be addressed. Understanding these will be paramount to delivering progress.

The way people travel and behave will change. This will be accelerated by advances in technology that will improve transport services, reduce costs, and revolutionise business models. We expect to see an increase in the use of most travel modes (despite the impact of the COVID-19 pandemic), a push for travel reduction, and a trend towards alternative forms of mobility. There will be some shifts in travel use between modes,

such as less bus use and more use of shared services. We envisage some shift from road and rail freight to short-sea shipping. Walking and cycling is expected to grow, as is the use of electric bicycles and scooters.

However, it is difficult to predict transport use beyond 2025 because of the large number of variables in future scenarios. The growth in transport is a challenge to plans to reduce carbon emissions. We expect to see efforts directed towards demand reduction, zero emission technologies, and a shift away from more polluting modes of transport.

Improved communicators and data connectivity will create opportunities for greater efficiency, new services for travellers (access to information, fares and ticketing), and new business products and amenities. We expect all road vehicles to be capable of fully cooperative driving by 2050. Road maintenance, traffic planning and routing, traffic management, refuelling systems, freight operations, train operations and air traffic management will all benefit significantly.

The move to net zero by 2050 will require a complete shift from fossil fuels to sustainably produced electricity, hydrogen, and other alternatives. Fossil fuels will still be the dominant energy source in 2025, and even 2030. However, electricity will need to be dominant by 2050 if we are to achieve net zero. We also expect hydrogen to be a significant fuel for heavy goods vehicles, buses, and aircraft by 2050.

Autonomy will make road vehicles smarter, create opportunities for new services (such as 'last-mile' delivery by drone) and deliver fully autonomous urban transport. We anticipate that the urban transport system, air transport, rail freight and 90% of motorway HGVs will be fully autonomous by 2050.

Advances in technology and new government policies will transform business models and lead to bundling of services, better use of resources and mass customisation. The growth of online retail, improved logistics, use of drones, greater understanding of insurance and risk and improved connectivity will all have an impact on business models.

Regionally, the implications of investment taken - or not taken - by national bodies in the Sheffield area will have major bearing over the next 20 years. Recent announcements from the Department for Transport on the Integrated Rail Plan for the North have concluded with a poor rail offer for the city. Minimal investment in inter-regional rail connectivity for Sheffield is envisaged. This is a further strategic setback for rail provision. The likely impact will be the retention of private cars trips for journeys to Leeds, Manchester and the Midlands.

On a more local level, the Amey PFI contract will have expired and decisions around future highway maintenance will need to be resolved. This is large undertaking and has the discharge of many statutory functions attached to the decision. Although there are many more years left on the contract, it would be prudent to begin exploring the implications of this so we can plan accordingly.

The continued operation of Supertram is a key risk over the coming years. The asset replacement programme of £400m is yet to be approved, casting doubt over future operation franchises. Supertram is clearly an asset for the city and the wider region, and the potential failure to operate is a major economic, social, and environmental risk. To help address this, the city is seeking to work with the South Yorkshire Mayoral Combined Authority to outline a support package. This needs to cover not only how the capital costs for asset renewal can be funded, but also how future extensions and operating models can be developed.

The bus network is undergoing fundamental change following the introduction of the Bus Service Act (2017) and the requirement for a change of operating model. Enhanced Partnerships are currently being explored, but with commercial revenue risk of bus operations falling to private bus companies, there is the potential for systemic changes to the bus network. It is too early at this point to fully understand all the implications of this.

The resilience of the transport network - particularly in relation to flooding and the environmental challenges of climate change - is a major feature for 2050. How we design, maintain, and operate transport functions in response to these implications will need consideration. This is already happening to some extent, with schemes like Grey 2 Green and the proposed 'Connecting Sheffield' work. Highway designers are looking how greenery, biodiversity and sustainable drainage can be integrated into design solutions. These changes will deliver an extra level of protection of the highway and improve resilience for our citizens.

7 Key challenges and how we are addressing them

Challenge	Actions to address
1 Lack of appropriate funding to develop 'pipeline' schemes identified in the Sheffield Transport Strategy	The lack of revenue funding for this activity has been escalated within the Council and is being considered for funding from the Corporate Investment Fund. Without development funding we will not be able to develop a business case for projects to effectively secure external funding to assist in delivering our Transport Strategy adopted in 2019. This has a potential impact on the Council's ability to develop significant infrastructure projects that are required to support the city's housing and economic ambitions.
2 Ongoing maintenance of the highway infrastructure (commuted sums)	Agreement on way forward required to provide confidence in our ability to address infrastructure required to support economic growth. There are constraints on the majority of Sheffield City Region (SCR) funds and Government funds that mean these cannot be used to fund the commuted sums associated with projects. This acts as a constraint, as either Local Transport Plan (LTP) funding or local revenue funding needs to be identified to pay the commuted sum. Wherever possible, we seek to reduce the upfront cost of the commuted sum through design and aligning projects to Amey's programmed maintenance work, but these opportunities are limited following the Core Investment Period. A review of commuted sum liabilities will be undertaken for all projects at an early stage of project development to inform implications on future programmes.
3 Constrained timescales to meet the Government direction for Air Quality and associated Clean Air Zone (CAZ) development and delivery Transforming Cities Fund (TCF) constrained timescales – still subject to decision	Funding from Government is available to resource the associated Clean Air Zone Feasibility Study, business case development and (subject to approval) implementation, but the scale and required speed of delivery is a significant challenge. Resources from across the Council have been brought into a virtual team during 2019/20 and this will be kept under review. Early engagement with key stakeholders and the public to clearly articulate the programme of work and its benefits. There has also been discussion around design and build contracts to ensure that the programme of works is delivered on time and within budget. Each scheme has been designed to be scalable, therefore opposition and scope creep can be managed within the programme.
4 Public engagement and acceptability	As described in point 3, funding for major transformative projects has stringent funding deadlines which are controlled by associated legal agreements. With all projects of this nature, consultation needs to be meaningful and engaging with the public and stakeholders is critical to obtaining success and delivering a project that meeting competing demands and expectations.

		Doing this under funding specific deadlines means a focused approach to obtain and address any matters arising. This has been mitigated through TCF by using new ways of consultation and setting a new blueprint for consultation procedures, including specific communications resource.
5	HS2 and the Integrated Rail Plan for the North (IRP)	The IRP has published several future rail investments that do not include the transformational improvements for Sheffield. The commitments in the IRP are still yet to be fully understood, however, the challenge is how to reverse some of these omissions from the IRP and secure rail improvements for the city.
6	Post COVID-19 bus and tram market recovery and operating model	<p>The impact of the removal of the Bus Recovery Fund is potentially going to result in reduced bus services. This will need to be brought into the spotlight and highlighted in respect of other improvements to the bus offer, including our existing capital investment.</p> <p>Continued engagement in the BSIP development will be critical to understand the local authority commitments as well as how we can harness SYMCA funding for these projects. This will feed into discussions with the operators around their investment packages to support the capital investment.</p> <p>The SYMCA budget setting process for 2022/23 needs to consider these funding risks as a key issue. SYPTE 2020/21 budget earmarked c.£7m reserves which, along with the potential reduction in concessionary funding support (c.£5m), provided a c.£12m "fighting fund" to mitigate some of the impacts of the £22m funding gap for tram and bus. It is unclear if some of this has fund has been used already, for initiatives such as the discounts for 18-21year olds and the summer 25% off Travelmaster range.</p>
7	Ceasing operation of Supertram	There is an immediate focus to work with the other South Yorkshire Local Authorities on the funding position and how to mitigate the risk of not renewing the Supertram asset. In the first instance a commitment to the £400m Department for Transport business case will be critical, and in the longer term a 'vision piece' around future expansion is critical for wider partner buy in.

B3 NEW HOMES

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

1 Background and context

Sheffield is England's fourth biggest city. In mid-2018, around 583,000 people lived in the city and by 2043 this is projected to increase to around 648,000. Over 60,000 students now live in the city. In common with other UK cities, there are very significant disparities in housing market. The city offers some of the highest quality and most affluent neighbourhoods in the country, but it also has some of the most deprived areas: 8 wards fall into the 10% most deprived in the U.K.

The Council is currently preparing a new Local Plan. This will set out the housing requirements for the city and how these will be delivered. The Government's Department for Levelling Up, Housing and Communities (DLUHC) has set a challenging housing target of 53,000 homes to be delivered across the city by 2038. Developing new homes in the city is not without challenge: an industrial past combined with topographical challenges and segmented land ownership can mean development - particularly on brownfield sites - will not come forward through market forces alone.

By working together partners can develop more, better homes to meet the city's current and future needs. The Council, Homes England, Sheffield Property Association, and representatives of housing associations have agreed to establish a new Sheffield Housing Growth Board. Chaired by the Council's Chief Executive, this new Growth Board will focus efforts on achieving housing targets and implement key placemaking, environmental, and carbon reduction principles. The Board will be supported by a Joint Delivery Team, who will prepare a Land Development Pipeline and an Integrated Affordable Housing Programme.

Homes England and DLUHC are now actively considering how the Agency can best play a stronger role in securing new homes, regeneration and placemaking. They are also considering what sorts of long term, working partnerships with local authorities would be most effective. In Sheffield, closer collaboration is already underway. We hope that in due course, this will lead to a significant increase in Homes England and other public sector partners' investments in Sheffield. Many of these developments will involve the Council.

The Council is committed to meeting the need for more affordable housing, and to enabling the development of housing for sale and private rent in all market sectors. The 'Homes for All Delivery Plan' (approved by Cabinet in November 2018) set an ambitious target of 28,000 new homes in Sheffield to meet the growing need in the city across all tenures. The commitment to prioritising housing growth was originally set out in the Council's Housing Strategy 2013-2023.

The 2020 Strategic Housing Market Assessment that informs this strategy and programme advised that around 900 of the total new homes target each year should be “affordable” to meet the shortfall of homes for rent and sale in the city. The Council is working in partnership with the public and private sector to deliver this objective, using a wide mixture of measures. We are also utilising Government Grant Funding Programmes to increase the supply of new homes.

The Housing Growth target for the Stock Increase Programme is to build and acquire 3,100 units over the lifetime of the current programme (to 2029). This forms part of the projected total number of new homes across the city. It is aiming to add 1,600 new properties up to 2023, funded from our Housing Revenue Account and external grant funding. This will also enable us to increase the use of local supply chains and boost local employment and apprenticeship opportunities through housing capital contracting. We will deliver this through building new Council homes, appropriating or acquiring land to build on and acquiring existing homes to bring into the Council’s rental portfolio improving the range of homes available for our customers.

In addition, some forty Housing Associations manage almost 19,000 homes in the city. They have concluded that they should mount larger programmes in Sheffield and across South Yorkshire. The associations have established a Housing Providers’ Forum. To set out their ambitions, Housing Associations across South Yorkshire are working with local authorities to prepare a South Yorkshire Housing Prospectus which will inform the work of the new Sheffield Housing Growth Board.

2 How does this Priority contribute to ‘net zero’?

The Council will encourage high quality construction and architecturally sound designs in new developments. We also support the retrofit of existing buildings where conversion and reuse is considered. Encouraging higher density developments - both in the city centre and beyond - and investing in infrastructure and place-based design will encourage lifestyles that are less carbon-intensive.

New homes built through the Council’s own stock increase programme help move Sheffield City Council along the path to carbon neutrality. We ensure the thermal efficiency of dwellings is far better than required by Part L of the Building Regulations. We also meet Planning requirements for the use of 10% renewable energy, by using a ‘fabric first’ strategy of construction techniques. In addition to being very well insulated, the houses will be fitted with mechanical ventilation and heat recovery (MVHR) units. These recover heat from outgoing stale ventilation air and use it to warm incoming fresh air, saving energy by doing so.

The proposed houses are to be further future proofed by designing the roofs so that the predominate roof plane of each house faces south or south-west. This will allow easy and effective future fitment of photovoltaic (solar) panels to generate solar power for each dwelling.

3 Projects completed in 2021/22

	Project	Impacts
1	Council Housing Stock General Acquisitions	Acquisition of approximately 78 existing properties into council housing stock, increasing supply of homes at affordable rent.
2	Council Housing Stock New Build Acquisitions	Acquisition of approximately 9 new build properties into council housing stock, increasing supply of homes for temporary accommodation
3	SCC New Build – Daresbury and Berners	23 New build completions for affordable rent for general needs.
4	SCC New Build Specialist – Meersbrook Park Road	8 Remodelled units for temporary accommodation

4 Current projects in delivery

These are existing projects which have already received Council approval. Their delivery spans several years.

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	General Acquisitions Programme	£22.2m (£4.9m for remaining to 28/29)	2022/23-2026/27	N	Housing Revenue Account, RTB 141	160 in programme to 26/27 – 200 in total to the end of programme 2028/29	Increased council housing stock to address housing register demand

2	SCC Housing Stock New Build Acquisitions	£16.3m	2021/22 to 2023/24	N	Housing Revenue Account, S106, Capital receipts, HE. SO receipts	101 units - Owlthorpe 54 (39 TA and 15 SO) and SHC Corker Bottoms 47 (GN)	Increase council housing for specialist TA 39, general needs 47 and 15 home ownership
3	SCC New Build	£114.6m	2021-24	N	Capital receipts, Housing Revenue Account, borrowing, Section 106	555 – 140 Adlington (132 OPIL 8 LD), 36 GN Bole Hill View, 50 Daresbury and Berners GN, 30 Gaunt GN, 81 Hemsworth OPIL, 77 Newstead GN, 141 Newstead OPIL	Increase council housing for specialist OPIL 354 units, 8 LD, 193 general needs
4	Allen Street	£546,000	2021-22	N	MCA Brownfield Housing Fund	Site acquired and prepared for private sector housing redevelopment	
5	Devonshire Quarter	£5m	2021-2031	N	CIF, Capital receipts	Site assembly and acquisition for private sector housing delivery Ha land acquired/prepared	TBC
6	SCC Brownfield Housing Fund	£10m	2021-02031	N	CIF and Capital receipts	Site assembly and acquisition for private sector housing delivery Ha land acquired/prepared	TBC
7	Porter Brook	£350,000	2021-22	N	MCA Brownfield Housing Fund	Demolition and site preparation to facilitate private sector housing delivery	TBC
8	Attercliffe Waterside	£ 2.3m	2021-2027	N	MCA Brownfield Housing Fund	Site assembly, site preparation and infrastructure (bridge) for private sector housing delivery Ha land acquired/prepared	750 units

5 Investment pipeline for the next 10 years

Sheffield needs the housing stock to meet the needs of all residents. The city centre has a new role to play in providing a place for people to live through the creation of distinctive new mixed-use neighbourhoods and the provision of housing stock of a range of types and tenures. We want to encourage more people - especially families, couples and 'empty nesters' - to live there.

However, over the past decade, many brownfield residential sites have required some form of public sector intervention. A recent report by Homes England has highlighted that there are systemic failures in Sheffield land markets. There will therefore be a need for intervention across the city centre and in other 'regeneration' areas for the foreseeable future if Sheffield is to meet housing need.

Furthermore, attracting private investment will hinge on the public sector (the Council, Homes England, DLUHC, and other government departments) working together to unlock key sites.

To meet the housing needs of the city, a clear housing pipeline will be required. The more immediate planned investments in the Council's own stock increase programme are identified below along with interventions to address market failure. More will be added as the pipeline is further developed and investment from other public sources is secured.

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Land acquisition to increase pipeline of affordable housing	Tbc as land acquired	2024/25 to 2028/29	Housing Revenue Account	Ha of brownfield land acquired to increase SIP pipeline	Increased council housing stock to address significant shortfall of council affordable homes for rent.
2	Strategic Site Assembly in Priority investment areas	£9.0m	2018-2023	Corporate Investment Fund	Ha of brownfield land acquired to increase pipeline	Increase number of housing of all tenures to meet identified needs
3	Private Sector Interventions	TBC	2021 - 2023	Corporate Investment Fund	Interventions implemented to increase pipeline	Increase number of housing of all tenures to meet identified needs
4	SCC shared ownership model to retain SCC equity in land and to provide affordable housing for home ownership	TBC	2019-2023	Housing Revenue Account	Model formulated for an off plan shared ownership model that is self-financing or can access external grants such as HRA	Increase number of family dwellings
5	Temporary Accommodation New Build	£8.4m	2021-2025	Housing Revenue Account	40 units to provide temporary	Accommodation provided funded by SCC to support vulnerable people.

					accommodation for families and single people	
6	Viking Lea	£18.1m	2021-2024	Housing Revenue Account	87 general needs units	Increased council housing stock to improve quality and choice of homes available to address housing register demand
7	Algar	£24.7m	2021 - 2024	Housing Revenue Account	121 general needs units.	Increased council housing stock to improve quality and choice of homes available to address housing register demand
8	Scowerdons Shared Ownership	£10m	2021 - 2024	Housing Revenue Account	56 council shared ownership units	Increase affordable ownership within the city
9	Scowerdons General needs	£28.8m	2022/23 – 2025/26	Housing Revenue Account	136 council general needs units	Increase affordable housing and within the city
10	SCC New Build TBC	£108.7m	2021/22-2028/29	Housing Revenue Account	440 TBC	Increase affordable housing and within the city
11	SCC New Build Acquisitions TBC	£15.8m	2021/22-2028/29	Housing Revenue Account	155 TBC	Increase affordable housing and within the city
12	Central Area Strategy Catalyst Housing Sites: <ul style="list-style-type: none"> • Moorfoot • Neepsend Gateway • Furnace Hill • Wicker Riverside 	TBC	2022-2030	MCA Brownfield Housing Fund/Homes England	Site assembly and preparation to enable delivery of private sector housing c 400 units TBC	Increase affordable housing and within the city

6 Our forward look to the 2050s

To provide input to the new Local Plan, the Council has commissioned Deloitte to prepare a City Centre Strategic Vision. This sets out how the creation of new neighbourhoods in the city centre could deliver some 20,000 homes over the planned period. The Strategic Vision seeks to repopulate the city centre through the creation of distinctive new mixed-use neighbourhoods to make it the place to live, work and play – and, importantly, increase the number of people who permanently live in the city centre.

By encouraging the delivery of new homes in and around the city centre, the Strategy also helps to minimise the need to build new homes in the green spaces around the city fringe, preserving the city’s green heritage.

Long term, the ambition of the city is to create neighbourhoods that are of mixed types and tenures, that provide well-designed, high quality new homes catering for all segments of the community including young professionals, families, the elderly, and downsizers. This will create a more balanced, diversified residential population and achieve vibrant, sustainable communities. The investment in housing should be coupled with the provision of supporting services, facilities, and amenities to support local communities.

The affordable housing need across the city will continue well into the future. The Council are ambitious to continue the programme post 2028/29 and are well underway with the delivery of the current Stock Increase Programme. The Council are playing an important role in addressing the increasing need but needs to continue to work actively with Registered Providers, partners, and private sectors developers to creatively influence and deliver additional affordable homes for rent and sale in the city.

7 Key challenges and how we are addressing them

	Challenge	Actions to address
1	<p>Future design challenges</p> <p>Reducing Embodied Carbon in Design,</p> <p>Future Homes Standard Government implementation 2025 via Building Regulations update,</p> <p>Sheffield's Climate Emergency Declaration – Carbon Neutral City by 2030,</p> <p>Balancing political priorities, budgets and legislation with strategic housing requirements</p>	<p>Continue with New Build Carbon Assessments at early development stage to inform decisions and outcomes. Design team already working on new ideas to reduce embodied carbon in design and specification.</p> <p>Consult with different frameworks and contractors to assess and find the most efficient ways to deliver the programme incorporating the Future Homes Standard. Current SCC new build standard already partly way to delivering the required standard.</p> <p>On top of the above actions, work with Transport Planners to deliver sustainable transport and EV charging strategies for Housing in line with government guidance.</p> <p>Review design and space standards for all types of new build to ensure correct standard is achieved that matched strategic priorities and Local Plan aspirations.</p>
2	<p>New funding challenges</p> <p>RTB 141 spending rules changes</p> <p>Homes England Affordable Housing Programme funding restrictions,</p>	<p>Close monitoring of legislation changes with ability to quickly model the impact and flex programme accordingly</p>

	Introduction of First Homes Initiative	
3	<p>Other funding challenges</p> <p>Responding to declaration of Climate Emergency and meeting requirements of Future Homes Standards Building Regulations changes,</p> <p>Sourcing, obtaining, appropriating, and purchasing land required to maintain delivery of affordable homes</p> <p>Maintaining strategic requirements and statutory obligations i.e. NDSS, adaptability, specialist and supported accommodation</p> <p>Meeting political desire to increase number of SCC units whilst balancing HRA</p> <p>Borrowing versus income and associated risks</p> <p>Absorbing changes in construction market conditions – price increases</p>	<p>As covered in point 1 above.</p> <p>Continue with ongoing land assessments and work with Property to identify SCC land opportunities initially and pick up market opportunities.</p> <p>Covered in point 1 above</p> <p>Close monitoring of programme, financial reporting suit and funding matrix</p> <p>Include current industry inflation models in SIP refresh and HRA Business Plan, update models when new tenders take place and continue to work on discovering and using efficient delivery models as per point 1 above</p>

DRAFT

B4 HOUSING INVESTMENT

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

1 Background and context

This priority covers housing investment and asset management priorities for our Council-owned properties within the context of the wider business plan. The Council wants to deliver well-maintained homes that are safe and decent which will improve the quality of our existing homes and tenants' quality of life. We also want to minimise the volume of (comparatively expensive) responsive repairs.

Council tenants should live in safe, warm, secure, and modern properties in attractive neighbourhoods. These overarching principles inform our investment priorities. Keeping our residents safe, we are putting in place over the next five years a number of fire prevention and fire safety measures for high rise blocks and high-risk properties, and upgrading electrics within our homes. We will start to install fire suppression systems on four blocks in 2021/22 and be consulting on fire safety works to the remaining high-rise blocks during 2022/23. This will include closing waste chutes in tower blocks and providing modern day waste facilities.

We will continue planned work programmes already identified as priorities with tenants, such as roofing, windows and doors, kitchens and bathrooms and heating. These activities contribute towards maintaining homes to the government decent homes standard. The social housing white paper commissioned a review of the decent homes standard, and when this is published we will need to revisit our level of compliance against any new decency standards and check that our investment plans are fit for purpose.

We will also continue to increase the number of homes in the Council's stock and develop a clear plan for neighbourhood environmental improvements across the city. A key priority for Sheffield is the net zero carbon target for 2030 and we will be investigating the contribution we can make in council housing to reduce the carbon emissions in our stock. Our current funded investment plans aim to bring all homes to EPC level C by 2030, we have been partially successful in obtaining grant funding to support this target.

2 How does this Priority contribute towards 'net zero'?

Currently within the 5-year housing investment plan 2022 to 2027 there is £53m funding that will contribute to reducing carbon emissions and improving the energy efficiency in the council stock. When compared with other peer social landlords, the energy efficiency of the council stock is very good, but we know we need to do more. Our plans include bringing the estimated 6900 homes that are below EPC level C up to a minimum of EPC level C by 2030. Sheffield is going beyond the government guidance on this, which is that all social housing must meet this standard by 2035. The housing service can support carbon reduction through:

- Improving the fabric of homes
- Reducing energy consumption in homes

- Removing fossil fuels
- Providing advice to customers
- Generating renewable electricity
- Deliver zero carbon new build council homes

Each of the above actions are being adopted in varying scales. The most significant areas of investment with developed delivery plans are several external wall insulation projects, these homes are some of our worst performing homes that also require remedial works to the structure. We will continue to prioritise other investment in energy efficiency homes on a 'worst first' basis.

Across the council housing stock, 99% of homes have their heating and hot water supplied by gas boilers. Since 2008, we have installed 'A-rated' energy efficient boilers in approximately 32,000 homes. In addition, we have 130 community heating boiler schemes powered by gas that in the next 5 years will need replacing. These are currently less efficient than new products on the market. We have identified a number of community heating sites that require boiler updates, and the proposals will reduce carbon emissions at those sites.

The investment we have made in heating has led to a significant reduction in emissions. We are now revisiting our heating strategies. We recognise the need to reduce our reliance on gas, but we do anticipate that gas boiler replacement will still figure in some way in any revised heating plans for at least the next 5 years. The obsolescence within the housing stock will require replacement before technologies – such as hydrogen - are able to deliver viable solutions. There are also technical and spatial reasons why gas will still be the most viable solution for some sites. But we will ensure that any new gas boilers have higher levels of efficiency, and are combined with other measures so that a net reduction in carbon emissions is still achieved.

For each project we bring forward we will look at all options and weigh up the social, financial, and net zero issues and benefits. For example, nationally an important concern amongst social landlords is that the switch to electric heating at this time will place additional financial burdens on those already in fuel poverty. Our future plans for net zero need to ensure that proposals do not increase fuel poverty amongst council tenants through the works that may be proposed.

Estimates of the cost of the net zero challenge for the housing stock indicate that it cannot be funded from a balanced HRA business plan. External grant funding or increases in income will be needed to support further investment beyond the current plans. To partially offset the cost, we are gearing resources up to maximise bids to government for external funding to support our plans to address the worst performing stock. Current government grant regimes do not support homes that are already at EPC level C. As 82% of our homes are EPC level C or above, the amount of grant income we can secure is constrained.

We have commissioned a piece of work to provide a road map to net zero for the council housing stock. This will provide a blueprint for the stock improvements. The road map will propose the most effective step by step technical solutions for the stock, as well as refine cost estimates and estimates of carbon reduction benefits. This work will inform next year's investment planning cycle and customer engagement.

3 Projects completed in 2021/22

	Project and value (all years)	Impact
1	Electrical Upgrades Phase 1	574 properties upgraded
2	Barnsley Road Refurbishment (£0.5m)	1 property refurbished providing 11 temporary accommodation units
3	Adaptations (old) (£1m in-year)	Approximately 115 properties adapted to meet accessibility requirements (including 3 extensions)
4	Robertshaw Tower Block Roofing (£0.2m)	1 Tower Block Roof replaced.
5	Kitchens & Bathrooms (old Elementals)	10 high value void properties refurbished
6	Short Leasehold Sundries	15 short term leaseholds acquired
7	14A Collegiate Crescent	1 property refurbished providing 4 temporary accommodation units
8	Local Authority Decarbonisation Grant Works (£3.5m)	502 Council homes, 255 Private homes (Non HRA) benefitting from energy efficiency work

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

	Project	Budget (all years) (£m)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Roofing Replacements Programme	£38.6m	2020-25	Yes	HRA	New roofing to approx. 6,000 properties.	Safe, water-tight, structurally sound properties.
2	Electrical Upgrades Phase 2	£21.8m	2021-24	Yes	HRA	18,000 properties included for electrical rewiring	Safe homes which are compliant with electrical safety regulations and meet modern day standards

3	Adaptations (ongoing programme)	£8.9m	22-25	Yes	HRA	2,400 properties anticipated to receive adaptation works	Accessible and fit for purpose homes
4	Obsolete Heating	£3.5m	22-24	Yes	HRA	3,750 replacement boilers and / or heating systems installed	Warm and energy efficient homes
5	Single Staircase Tower Blocks (SSTB's)	£10.2m	20-24		HRA	4 Tower Blocks Fire and Health & Safety Measures	Safe homes and improved communal spaces
6	EWI Package 2	£10.0m	22-24	Yes	HRA	122 Airey properties refurbished	Structurally sound, warm and energy efficient homes
7	IT Systems Replacement	£7.7m	22-25		HRA	1 replacement system for Housing and Place	Efficient IT system that supports mobile working, better management decision making and digital inclusion
8	Tower Block Flat Roofing Replacement	£3.1m	22-26		HRA	19 Tower Block Roof replacements	Watertight homes and improved insulation
9	EWI Package 3	£4.9m	22-24		HRA	270 non-traditional properties refurbished	Structurally sound, warm and energy efficient homes
10	Elementals 2021-26	£14.4m	22-25		HRA	3399 properties and 552 void properties improved	To maintain decent homes standard
11	Stairlifts (Adaptations)	£1.5m	22-25		HRA	631 stairlifts installed	Accessible homes
12	Heating Breakdowns	£1.4m	21-23		HRA	874 Heating breakdown replacements	Warm and energy efficient homes

5 Investment pipeline for the next 10 years

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

	Project	Value £m	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	External Fabric Upgrades	£8.2	23-26	HRA	Render, improved cladding, roofing / rainwater goods.	Watertight, warm homes

2	Asbestos Works	£1	22- 26	HRA	Surveys and Removal Works	Contribute to a safe environment,
3	Fire Safety – High Rise and OPIL Schemes	£40	23-31	HRA	New sprinkler and fire suppression systems	Safe homes which are compliant with fire safety assessments
4	Laundry Upgrades	£0.3	22-25	HRA	New washers and dryers, new payment system	Improved energy efficiency, reliable service
5	Environmental Works (including Boundary Walls and Fencing)	£7.2	22-28	HRA	Attractive and safe environment around homes	Attractive and safe environment to live.
6	CCTV Upgrades	£0.6m	22-26	HRA	Replace outdated systems	Improved block security for residents
7	Door Entry Upgrades	£1.4	22-25	HRA	Replacement of old systems and door upgrades	Improved block security for residents
8	Community (District) Heating	£10	22-26	HRA	Boiler and Network Upgrades, New radiators and insulation	Warm and energy efficient homes
9	Gleadless Valley Regeneration	£42	2022 - 2032	HRA	A range of work to regenerate housing and HRA owned land. This includes refurbishment, remodelling and replacement housing, environmental and green space improvements	Attractive, well-maintained homes and neighbourhoods, responding to housing need in the valley
10	Lifts	£1.9	22-26	HRA	Replacement Lifts	Safe and reliable facilities and accessible homes
11	Waste Management	£2.1m	22-26	HRA	Accessible and clean waste facilities that support recycling	Contribute to the City's waste management strategy and improved environment for residents
12	Carbon Reduction Projects	£20	22- 26	HRA	Energy efficient homes	Contribute towards the city's net zero Carbon priority and warm, efficient, greener homes

6 Forward look to the 2050s

Investing in stock condition surveys has allowed us to build an asset management database of stock needs beyond 2050. Regular updates to the data will build confidence when further reviews are undertaken. Lifecycle modelling within the database indicates that typically the existing stock of around 38,000 will require annual investment of £50m per annum (unadjusted for inflation) to stand still. To maintain the decent homes standard,

investment in elements such as kitchens, doors, bathrooms, heating, windows, and doors will need a significant slice of the investment plan. The new build housing currently in progress will start to require some capital investment.

By 2050 elements of fire safety work currently in progress will need to be replaced as will new heating solutions should we meet the challenges of net zero by 2030. These items of investment are not one-off costs to homes.

Most of the housing stock in 2050 will be 80-110 years old and inevitably will require substantial investment. This may not be sustainable or adequately meet the housing needs of the city. Appraisals of the housing stock at an estate and property type basis will proactively be undertaken and it is likely that regeneration in some areas is the right solution for the city. This will require funding through a structured investment programme.

7 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Impact and implications of the COVID-19 Pandemic	Work with our design consultants, contractors, delivery teams and customers to maintain COVID-Safe working practices and to understand the potential implications on tender timelines, project programmes and costs.
2	Inflation and increase in interest rates	Modelling inflation / interest rates through the asset management database and Housing Revenue Account (HRA) Business Plan and the effect of changes on the programme. Reviewing levels of contingency and risk at project level
3.	Fire Safety legislation and skills shortages	Work with the Fire Safety Board, government bodies to ensure the full implications are understood and planned for. Investment in staff.
4	Social Housing White Paper indicates greater regulation of the social housing sector	Prioritising investment in safety compliance works and decency works. Increasing tenant engagement and scrutiny role.
5	Increase in the number of 'right to buys' which reduces the levels of Council-owned stock	Modelling within business planning to mitigate funding pressures; build and acquire new Council houses (see 'Housing Growth' section) and maximising grant from the Government to reduce costs for the HRA Business Plan
6	Implications of Brexit on procurement and construction supply chain activities	Work with the Commercial Teams to understand and minimise the implications to ensure continues smooth delivery of project programmes and services, working with local supply chains.
7	Funding to achieve net zero in housing	Complete roadmap work to have certainty on the funding needed and maximise grant bid submissions for Sheffield homes

8	Lack of trained / accredited personnel and contractors in the field of retrofit work	Investing in staff training and working with government and contractors to develop the skills and knowledge in the sector
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B5 CLEANER, GREENER, SAFER

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

1 Background and context

We care about making Sheffield's neighbourhoods clean, green and safe places to live. We will listen to our residents about the things that matter to them, making improvements and getting the basics right. Every part of our city should have a clean physical environment with well-maintained roads, green and open spaces, and sports and leisure facilities that are accessible to all.

We want people to feel secure in their local area and, working with residents and local groups, we want to build communities that are safe and sociable, and where people are protected from the dangers of things like rogue traders, environmental or housing hazards, and neighbour nuisance.

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

Our decisions about where to invest capital funding need to enhance the significant investment that the Council already makes to support our 'Cleaner, Greener, Safer' ambition. We can achieve this by putting investment into activities that:

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

2 How does this Priority contribute to 'net zero'?

Investment in our leisure facilities will not only improve financial viability and long-term sustainability of our services, ensuring that facilities are up to date, relevant and based on evidenced need. It will also support delivery of the Council's commitment to the climate emergency by improving the environmental sustainability of facilities.

For example, we know that swimming pools utilise a significant amount of energy. The water needs to be constantly heated, circulated and filtered. We will look at options to improve energy efficiency, such as installing systems to control the flow of water through pumps which can help to cut down

on the power used. Further detailed work will be undertaken to inform an Environmental Impact Assessment for each site. But we envisage that investment in new facilities will improve energy efficiency and enable more environmentally friendly management.

Furthermore, development of a new Service Specification to select an operator for the sites from 2024 will enable us to develop environmental measures as part of the new contract. We will prioritise the use of local suppliers and services, policies for waste and recycling and green travel plans for staff and users as part of the Council’s new Environmental Impact Assessment Process.

The 3 existing cremators at City Road Crematorium are over 25 years old, difficult (and increasingly expensive) to maintain and not meeting the latest environmental regulations. Our commitment to replacing them helps ensure that Sheffield has an appropriate, sustainable cremation service in the city that caters to the needs of bereaved families.

In partnership with the Football Foundation, the Woodbourne Road project will enable us to undertake research into recyclable carpets with organic infill materials. Although a range of materials are available, we have limited experience of them in the UK climate and on pitches with high levels of use. The Woodbourne Road Testbed Project - if approved - will enable us to test the performance, durability, longevity and availability of a range of sustainable pitch surfaces. Investing into a multi-pitch site for the purpose of ‘real-life’ research of different pitch systems would provide a unique opportunity to gather objective ‘live’ performance data. The Sheffield Test Hub would provide a platform for innovation and incentivise the industry to push forward with better performing and more environmentally sustainable artificial pitches.

As part of our ‘10 Point Plan’ for climate action, we highlight that district heating is increasingly recognised as having the potential to play a large part in the decarbonisation of the city’s heating. We are one of a small number of cities to have such as asset. There is the potential to explore new and innovative ways to source its energy. Its expansion could serve an increased number of both residential and commercial properties.

Through the COVID-19 pandemic, our network of small Household Waste Recycling Centres struggled to provide the capacity for customers to access recycling facilities for excess waste. The space-limited sites have had more and more separate containers added over the years as we continue to identify more separate waste streams for recycling. But our sites are not big enough to accept any commercial waste or offer a re-use shop - which could deliver a genuine reduction in waste being produced. Our current sites mean using steps to deposit waste and recycling, which does present a barrier for some users. We will explore the options and costs of a new multi-operational site, providing not only just a quality recycling offer for households in the city, but also businesses and for the Council’s own waste - as well as a reuse shop. The provision of a site for commercial waste should also be a stimulus for reducing fly tipping.

3 Projects completed in 2021/22

	Project and value	Impact
1	Capital Investment into Ponds Forge £1.2m	There has been a significant refurbishment of the leisure pool in Ponds Forge, this has transformed the space which now looks and feels much fresher and will be more inviting to members of the public. In addition, there have been

		<p>improvements to the pumps and filtrations system and the wave machine has been restored to include several additional settings. The leisure pool is due to reopen to members of the public in January 2022.</p> <p>There have also been improvements to the Building Management System and improvements to support ventilation in the building. This will help to support compliance with COVID-19 measures.</p>
2	Essential works to Woodbourn Road football pitch	<p>The site was closed because of the Health and Safety issues. The current health and safety issues at the site have been addressed through a programme of essential works to the pavilion and pitches.</p> <p>The reopening of the football area - along with putting in an experienced operator to run the site – will ensure the facilities continue to provide equality of provision, providing valuable activities for a key demographic area and deliver positive physical and mental health and wellbeing impacts. The opening of the football facility will improve accessibility to improved playing pitches and ancillary facilities for all ages. Children and adults of all abilities and backgrounds will have the greatest possible access to outdoor sports and will therefore experience greater activity and sport opportunities.</p>

4 Current projects already in delivery

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Replacement Cremators City Road	£2.5m	2019/20 – 20/21	Revenue Contribution	Renewed Infrastructure at Crematorium	Improved infrastructure / reduced environmental impacts
2	General Cemetery Phase 2	£3.4m	2019/20 – 23/24	Heritage Lottery Fund, S106, Revenue Contribution, Capital Receipts	Address structural / infrastructure repair issues. Conserve and interpret the heritage Create a safe and more accessible public park	Provision of improved public space that is a destination site offering insight into Sheffield's heritage
3	City Centre Safety Scheme	£2m	2018/19 - 2022/23	Capital receipts	Permanent measures to improve safety of key city centre sites	Improved safety for workers, residents and visitors to city centre
4	Green and Open Space Improvement Projects (see Green and Open Spaces priority)		2017/18 - 22/23	Public Health Funding, S106, Revenue Contribution, Capital Receipts, Local Fundraising, External Funding Streams	Improvements in green and open spaces	Improved infrastructure, facilities and settings across the city in green and open spaces

5 Investment pipeline for the next 10 years

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

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

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Leisure review	TBC	2021-2031	TBC Will include SCC borrowing and external grants / investments	Investment in our Leisure and Entertainment facilities to deliver a balanced and sustainable portfolio of facilities which support the needs of our communities alongside elite sport and events (Investment in the facilities). An opportunity for the Council to review how leisure and entertainment services are delivered in Sheffield and approve the strategy of a Council commissioned (but market driven) approach to appointing an external partner	This is an opportunity to review what our communities will need from our facilities and services in the future, and design new, more efficient and impactful solutions to help our communities to be active and stay healthier for longer. Fit-for-purpose, well maintained and accessible leisure and entertainment offer.
2	Woodbourne Road Football Hub Project	£2m	2022/23 Co-operative Executive report due February 2022	Football Foundation SCC Prudential Borrowing	Option: developing Woodbourne Road Football Facility as the fourth hub site in Sheffield that will mean large scale investment in the site which will secure the long- term future of Woodbourne Road as a community football facility	The reopening of the football facility at Woodbourne Road - and putting an experienced operator to run the site - will ensure the facilities continue to provide equality of provision, providing valuable activities for a key demographic area and deliver positive physical and mental health and wellbeing impacts. The project will provide a platform for innovation and enable the industry to push forward with better performing and more environmentally sustainable artificial pitches.
3	Programme of Sport and Physical Activity Projects currently in development.	TBC	2022-2025	Football Foundation Cruyff Foundation Sport England	Promote greater levels of physical exercise and thus impact on the general health and wellbeing of the community	The poor quality and limited maintenance of many of these facilities has a detrimental effect on both the quality of training and play. The poor facilities are a disincentive to play and therefore a direct limiter to the

	Parson Cross Park Project Stocksbridge Sports Hubs Sports facility and Pitch Improvement Projects			CIL National Governing Sports Bodies Capital Receipts	Increase participation in sport across all age groups from junior level to elite level Increase participation within target groups such as girls and young women Meet increased demand for local sport and recreation facilities as new housing development takes place Retain spend within Stocksbridge and attract external users for the facilities	number of young boys and girls who take part in grassroots sport. We are looking to develop a new model of delivering grassroots facilities in a financially sustainable way. Participants in these sports want better facilities to play on, and the current quality of pitches and their associated facilities is a barrier to both recruiting and retaining players. The very best facilities are an incentive for participation growth.
4	Green and Open Space Improvement Projects (see Green and Open Spaces Priority)	TBC	2022/23 - 2032/33	Public Health Funding, S106, Revenue Contribution, Capital Receipts, Local Fundraising, External Funding Streams, BNG	Improvements in green and open spaces	Improved infrastructure, facilities, and settings across the city in green and open spaces.
5	Refresh / refurbishment of chapel locations (Bereavement Services)	TBC	2023/24 - 2032/33	TBC	Improvements in chapel settings across the cemetery / crematorium estate	Appropriate facilities for a modern Bereavement Services offer
6	Review of (and increase in) body storage capacity	TBC	2022/23 - 2032/33	TBC	Increase in body storage for deceased entering the Coronial system	Dignified, appropriate storage facilities available for the deceased in times of standard death levels and at times of excess deaths (such as a pandemic).
7	District Energy Investment	TBC	2022/23 - 2032/33	BEIS	New pipe to facilitate increased connections and provide greater network resilience. Alternative heat source/ heat store to further decarbonise network.	Access to low carbon heating. Reduced need for gas boilers. Manged demand on electricity grid so not curtailing development of electric car charging infrastructure
8	Waste & Recycling Supersite & Reuse shop	TBC	2022/23 - 2032/33	TBC	Reuse shop More materials segregated for recycling	Level access site making sites easier to use Reuse shop will be an affordable outlet for an array of goods Businesses will have access to affordable and sustainable waste and recycling facilities

9	City Centre Safety	£1m+ per annum	2022/23 – 2025/26	TBC	Continuation of city centre hostile vehicle mitigation measures at a number of city centre sites	Safe and secure city centre; ensuring compliance with new 'Protect' duty and protection of the public in accessible locations (crowded spaces)
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6 Forward look to the 2050s

- Replacement of cremators at Sheffield City Council sites (Hutcliffe Wood potentially before 2040 and City Road potentially before 2050) - cremators have an estimated lifespan of 20 – 25 years
- Closed landfill infrastructure – the ongoing requirements to manage our closed landfill sites / leachate are being explored currently
- Refurbishment of infrastructure / facilities within green and open spaces – ongoing investment will be required in sites across the city to ensure that they remain safe, accessible and appropriate for the residents of Sheffield
- Refresh / refurbishment of Medico-Legal Centre – building refurbishment completed in 2017/18
- The integrated waste contract and provision of the energy recovery facility runs to 2038. There will need to be a forward plan for infrastructure to handle the cities residual waste and recycling.
- The Streets Ahead contract for Highway Maintenance runs to 2037. There will need to be a forward plan for the capital elements within the projects from the physical maintenance of our highway asset through to maintenance equipment such as gritters, mowers and vehicles – see also 'Transport' priority.

7 Key challenges and how we are addressing them

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

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B6 GREEN AND OPEN SPACES and SPORT

Parks, green spaces, playgrounds and sports facilities which are enjoyed, well-used and our residents are proud of

1 Background and context

This priority focuses on a dedicated strand of works from the 'Cleaner Greener Safer' priority - and the Communities and Neighbourhoods priority from the One Year Plan - with a focus on the ambitions to continue investing in our parks and open spaces, working with communities and Friends Groups. We will also continue to deliver our Trees and Woodland Strategy.

Funded primarily from either s.106 contributions from developers (which must be spent on green spaces) or from Public Health monies (committed to reduce health inequalities in green spaces), this priority aims to restore and enhance civic pride in our parks, green spaces, and playgrounds. We are ambitious for these precious assets and are investing as much as we can to ensure they remain accessible, safe, enjoyable, and well-used.

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

Local authorities have a statutory duty to improve the health of the people who live in their areas under the 2012 Health and Social Care Act. The importance and significance of well designed, safe, and accessible green space in achieving this duty should not be underestimated. Sheffield has a proud tradition of varied and beloved parks and green spaces. This priority demonstrates our commitment to ensuring the high quality of those spaces is maintained and improved upon, even in challenging financial circumstances.

The link between health and green spaces has become evident over recent years with GPs prescribing outdoor activities in nature to promote as an alternative to traditional medicines in some cases. In more recent times, the importance of access to quality outdoor spaces was brought to the forefront of the nation's mind through the COVID-19 pandemic. During national (and local) lockdowns, residents visited green spaces for their daily exercise and to help their mental wellbeing during a time of crisis. Record numbers have been seen in many parks and countryside spots. This significantly increased use of local green spaces has continued beyond lockdowns which may indicate a reconnection with green spaces that will last for a generation.

2 How does this Priority contribute towards 'net zero'?

- Quality recreational spaces locally reduced the need to travel further afield to access the great outdoors

- Habitats enhance works within green and open spaces (including tree planting) contributes to carbon capture
- Improved health and wellbeing through access to local natural sites and recreational spaces reduces demands on NHS and Health Service resources
- Active travel is encouraged and where possible supported as part of improvement projects

3 Projects completed in 2021/22

	Project and value	Impact
1	Hillsborough All Wheels Park - £304k	Provide a sustainable facility supporting children and young people's physical activity. Increased number of users of site; raise the overall quality of the site
2	Shirebrook Visitors Centre - £238k	Provides education and community hub facility to engage local communities with urban countryside - habitats and wildlife.
3	Spider Park (now named Wisewood Park) - £302k	Improved health and wellbeing. Increase in community pride and value. Increased number of users of site. Raise the overall quality of the site.
4	Westfield Playground - £149k	Improved health and wellbeing. Increase in community pride and value. Increased number of users of site. Raise the overall quality of the site.
5	Charlton Brook BMX Track - £15k	Improve health and wellbeing, especially for older children and young adults. Due to contractor programming challenges/weather conditions this project will be completed in May22.
6	Bowman Drive BMX Track - £22k	Improve health and wellbeing, especially for older children and young adults. Due to contractor programming challenges/weather conditions this project will be completed in May22.
7	Oxley Park new playground, gym equipment, entrance and access improvements - £500k	Improved health and wellbeing. Increase in community pride and value. Increased number of users of site. Raise the overall quality of the site.
8	Hillsborough Park AgeUK Café – and restoration of Coach House and Walled Garden Potting Sheds – c. £1.2m (this project is being led by AgeUK Sheffield)	Enhancement of Hillsborough Park as a quality destination site with toilet and café facilities – encouraging a wider range and number of people to visit the park and enjoy its facilities for longer periods of time; thereby contributing significantly to health and wellbeing outcomes.
9	Ponderosa Park, playground improvement works - £50k	Enhanced quality and range of play and exercise opportunities in the park. Increasing number of users and support increased physical activity for all ages.
10	Small scale playground & recreational improvements at approx. 20 sites (Wensley St, Chelsea, Chancet Wood, Millhouses, Upper Hanover St, Mortomley Park, Dore Rec, Worrall Rec, Hollinsend, Rundle Road Wolfe Rd, East Glade, Osgathorpe, Exeter Dr, Bolehills, Angram Bank,	Improved health and wellbeing. Increase in community pride and value. Increased number of users of site. Raise the overall quality of the site.

Ruskin Woodseats, Philadelphia, McKensie Crs . – c.£200k	
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4 Current projects already in delivery

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Forge Dam Pond Restoration	£591k	2020/21-2022/23	No	Section 106, Green Challenge Fund, Friends Group, Local CIL	Enhanced infrastructure to support sustainability of forge dam, access improvements.	Improved quality of site and accessibility infrastructure Heritage infrastructure restoration – support civic pride. Improved opportunities to engage in physical activity to support health and wellbeing
2	Norton Woodseats Cricket Pavilion	£421K	2019/20 – 2022/23	No	S106 & Sport England	Improved sporting facilities	Increased number of users of site; improved health and wellbeing
3	Parkwood Springs Active park	£1.1m	2021/22 – 2022/23	No	S106, British Cycling, NCEM, Revenue Contribution	Improved sporting facilities Improved recreational facilities Toilets and refreshments provision	Improved quality of site and recreational facilities Improved opportunities to engage in physical activity to support health and wellbeing Improved opportunities to use the park through the provision of toilets and refreshments – that are a key accessibility factor
4	Hillsborough Park access and drainage improvements	£420k	2021/22 – 2022/23	No	Revenue Contribution, Prudential Borrowing	Improved path network Improved site drainage	Improved quality of site and accessibility infrastructure (aiming for Green Flag award for 23/24) Increased number of users of site; improved health and wellbeing
5	Ecclesfield Park – Site wide improvements	£240k	21 – 23	No	Public Health S106, CIL	2 x Tennis court provision 1 MUGA re-provision Play improvements	Improved quality of site and recreational facilities Improved opportunities to engage in physical activity to support health and wellbeing

						Café & Toilets	Improved opportunities to use the park through the provision of toilets and refreshments – that are a key accessibility factor
6	General Cemetery – site heritage restoration project	£3.8m	19 - 23	No	S106, Heritage Fund, CRP, revenue contribution.	Restoration of key heritage structures Improved paths and park infrastructure	Improved quality of site and recreational and heritage facilities (aiming for Green Flag award for 2023/24) Improved opportunities to engage in physical activity to support health and wellbeing Improved civic pride – this cemetery is important to the story of Sheffield.
7	Mather Road, play, environmental and sports improvements	£240k	20 - 23	No	Public Health S106, CIL	Provision of play facilities, environmental improvements & sports facilities enhancements	Improved quality of site and recreational facilities Improved opportunities to engage in physical activity to support health and wellbeing
8	Skye Edge Playing Fields	£100k	21-23	No	Public Health S106	Access controls and improvements to make the site feel safe and useable	Improved quality of site including access infrastructure – to encourage informal recreation and physical activity by all ages and abilities – supporting health and wellbeing of the local community

5 Investment pipeline for the next 10 years

There are several initiatives which are currently being considered before business cases are developed and brought forward for consideration for approval. They will be the subject of separate Co-Operative Executive reports if, as and when they are brought forward. Several additional potential projects are also currently being considered by Members. However, funding will need to be sought and agreed for any projects that are to be taken forwards, and this will be discussed over the coming months.

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Masterplan development and implementation projects	£1m +	2022/25	Various including s.106, external funding including HLF	A 'whole site' approach taken to several sites, including Hillsborough Park, Parson Cross Park, Skye Edge, Graves Park	Sites which, following consultation with local people, are well used by all sections of the local community.

2	Access and environmental improvements including Biodiversity Net Gain and Nature Recovery investment.	c. £500k	2022/25	s.106 and Public Health Funding	Delivering safe, clean, welcoming and accessible sites at Sky Edge, Arbourthorne Playing Fields, Manor Playing Fields, Gleadless Valley Woodland Complex, plus a range of environmental and habitat improvements in line with development of the Nature Recovery Network (as part of a South Yorkshire scale initiative)	Sites which, following consultation with local people, are well used by all sections of the local community. Significant contribution to health and wellbeing Significant contribution to ecological resilience Significant eco-system service benefits – such as natural flood management
3	New park and new recreational facilities developments	c.£1.5m	22/24	s.106, Public Health and Stocksbridge Towns Fund (and possibly further external funding)	Delivery of sustainable new recreational assets at sites such as Oxley Park (skate park and 3G pitch), New recreational facilities in areas such as Gleadless Valley, Handsworth Rec, Heathlands Park, Steel City and Hollinsend Park	Sites which, following consultation with local people, are well used by all sections of the local community. Significant contribution to health and wellbeing
4	Better Parks investment – to provide quality P&C services and support income generation targets	£1m - £2m	22/25	Prudential borrowing, LTA, private investment, Sport England plus other external funding.	Delivery of sustainable new assets and services that deliver benefits to green space users (including toilets and cafés) and increase income to support parks and countryside management.	Sites which, following consultation with local people, are well used by all sections of the local community. Significant contribution to health and wellbeing

6 Our forward look to the 2050s

Access to high quality local green space will continue to be important for everyone and a priority for Sheffield. The spaces themselves are likely to change as we meet the challenges presented by both the climate and biodiversity emergencies. Those spaces will also be significant parts of the solution to these emergencies as habitats for wildlife, flood storage and alleviation and carbon sequestration. Ongoing investment in these spaces to meet changing needs will be vital. Maintenance regimes will need to be adapted to remain appropriate and responsive.

7 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Section 106 monies are quickly becoming depleted and are likely to be exhausted by 2022.	Proactively seek alternative funding sources to replace section 106; ensure we can evidence benefits to maximise our chances of success. Progress the 'Better Parks'

		initiative to selectively seek out and secure appropriate increases in income (such as more and better catering opportunities, increased social value initiatives and new franchises and activities/events) on appropriate sites. We must however ensure we maintain the balance between people's desire for open green space and income generating activity.
2	Quantifying the outcomes for our communities.	This is required in order to evidence benefit to current (e.g. Public Health) and future funders. A project is underway to scope measurable metrics, such as activity levels and usage.
3	Prolonging asset life in challenging financial circumstances.	Engagement of, and consultation with, local communities at the planning stage pays dividends in reducing vandalism when the works are complete. We also often undertake improvements to sightlines and boundaries as part of our works, minimising the potential for vandalism and ensuring people feel safer using the facilities. We allocate funds for maintenance (currently five years) as part of our project approvals. And we are currently developing an asset management strategy for our play equipment to strike the right balance between efficient and effective asset management whilst ensuring that the equipment choices of funders (such as local 'Friends Of' groups) can be accommodated where possible.

B7 PEOPLE: CAPITAL AND GROWTH

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

1 Background and context

The People Services Portfolio supports children, young people and their families, adults and communities. It has 6 key areas of focus:

- Giving everyone the best start in life
- COVID-19 recovery for children and young people
- An exemplar in children's services and support our Children Looked After to achieve their full potential
- Delivering effective Special Educational Needs and Disabilities (SEND) services
- Reducing exclusion in all its forms
- Enabling adults to live the life that they want to live.

Every single person in Sheffield should be able to achieve their full potential. However not all children and young people have the start in life that they deserve, and there are increasing numbers of vulnerable children and adults whose safety we have serious concerns about. Despite huge strides over recent years, substantial educational inequalities remain in the city and are likely to have been exacerbated by the pandemic – this will be a key focus for our work.

As in the rest of the country, we face a significant and unresolved crisis in both adults' and children's social care, with the complexity and demand for services increasing, an increasingly stretched workforce, and a decade-long underfunding of services by central Government.

In the longer term, we want people to be able to take charge of their wellbeing and support them to stay fit and healthy throughout their lives, so fewer people reach crisis point. That should mean more children able to live safely at home, more older people able to live independently for longer, more children who have had an excellent start in life, more people with physical and learning disabilities able to play a full part in society. This does not mean that we will stop being a council that provides excellent quality care and support for those who need it – that will always be a core part of who we are – but if we are able to make that shift it will result in fewer people needing that intensive support.

A significant element of our Capital and Growth Programme must be prioritised around ensuring the Council meets its statutory duty to provide sufficient good quality school places in environments that are fit for purpose. Over the years we have delivered state of the art education facilities, including Oasis Don Valley, Astrea Academy, Mercia Academy, and the expansion of Ecclesall Primary. These are shining examples of the new education facilities available to Sheffield children.

We have secondary school pressures, particularly within the Southwest of the city, for which we will use £14.7m of Basic Needs funding and require up to £1.5m Council funding to provide permanent and temporary places.

The Council has a responsibility to ensure the school estate for which it is responsible (community schools) is fit for purpose. The backlog of maintenance remains significant. However, progress is being made with a programme of projects to address key issues, prioritised through a survey programme and funded by the annual Schools Condition Allocation (SCA) of capital grant funding. The need far outweighs the funding allocated annually and continues to present a significant challenge. The maintenance backlog is estimated at £45m for 66 maintained schools.

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

There are significant risks associated with the statutory duties placed on the local authority regarding SEND, within the context of rising demand with limited resources. There is a financial shortfall, which is unlikely to be met through additional funding from the Department for Education. Alternative sources of support will be required. Demand for SEND places is forecast to rise by 30% - 50% in the next 5 years - the variation in this forecast is due to different potential scenarios for number of learners supported in mainstream. Whilst there are two new special schools in the pipeline (due September 2022 and 2023), further growth is required.

Sufficiency of local placement remains a priority for the Authority. We need to consider development of our own residential provision. There is a strong business case for expansion of children's social residential estate, including the possibility of income generation from other local authorities, which will rely on Council funding as well as external grants.

2 How does this Priority contribute towards 'net zero'?

The primary environmental impacts of this priority area centre on our key assets – buildings and transport.

The environmental impact of our school estate is a key concern for the Council. However, the high levels of both essential and backlog maintenance mean there is limited funding to also increase environmental performance. We will tackle this by seeking external grant funding wherever possible to supplement our own funds, and by considering whether we can improve the environmental performance of our buildings at the same time as undertaking repairs or planned replacements. The scale of this challenge cannot be underestimated. Further information is contained in the 'Essential compliance and maintenance' priority later in this Strategy.

We are beginning to trial environmental impact assessments for our key decisions. We are aware of the impacts – both environmental and financial - of our significant use of buses and taxis outside the Council's own fleet for transportation for SEND pupils. We will ensure these considerations are considered when scoping new projects (such as the location of new schools).

The new buildings which are required to increase our provision of SEND places and provide mainstream school place sufficiency will be located closer to children's homes and thus reduce travel needs wherever possible. Likewise, new buildings to increase provision of children's social care

residential placements within the city will also reduce the need for out-of-city travel. Consideration for best practice heating systems - such as air source heat pumps - will be made in all new buildings, as well as when maintenance and upgrade of existing buildings is undertaken.

3 Key projects completed in 2021/22

	Project and value	Impact
1	Disabled Facilities Grants (£3.2m)	Adaptations to private properties to allow people to remain in their own homes
2	SEND Provision Expansion (Gleadless Site) (£0.8m)	Additional Special Educational Needs Provision places
3	Shooters Grove Electrical works (£0.5m)	Upgraded electrical infrastructure
4	Mossbrook Special School Expansion (£0.3m)	Additional Special Educational Needs Places
5	SEND Provision Investment (Various sites) (£0.5m)	Additional Special Educational Needs places and enhanced facilities

4 Projects in delivery

	Project	Budget (£) (all years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Disabled Facilities Grants	Approx. £2.8m p.a.	On going	No	Department of Health	Adapted properties	Suitably adapted properties which meet people's needs
2	Minor Works Grants	Approx. £150k p.a.	Ongoing	No	Department of Health	Improvements to private homes	Improved homes for local people
3	Aldine House 2 Bed Extension and MUGA	£2.5m	2019/20 – 20/21	No	Department For Education	Increased beds and facilities for looked after children	Improved facilities for looked after children
4	FRA Works 4 x sites	£2m	2020/21 – 21/22	No	Department For Education	Improved fire safety	School facilities fit for purpose
5	Pipworth Dining Hall	£1m	2020/21 – 21/22	No	Department For Education	Improved Dining Facilities	School facilities fit for purpose

6	Aspire Hubs	£0.3m	2020/21 – 21/22	No	Corporate Resources	Improved facilities for vulnerable young people	Increased support for young people and families
7	Care Leaver Accommodation	£1m	2020/21 – 21/22	No	Corporate Resources	Improved accommodation for young people	Increased support for vulnerable young adults

5 Investment pipeline for the next 10 years

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

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Statutory Delivery of mainstream school places	£12m +	2021 onwards	ESFA/Council	Permanent and temporary secondary school places within the city, particularly in the South West.	Secondary school places are available locally to Sheffield families
2	Building condition	£45m	2020 onwards	Capital Grant – Education & Skills Funding Agency	Programme of repairs and upgrades to a range of schools	Maintaining schools to ensure they are safe, warm, and dry.
3	Special Educational Needs and Disabilities (SEND) Sufficiency	£30m	2021-2026	Capital Grant – Education & Skills Funding Agency (ESFA)	SEND places to meet significantly rising demand. This would mean: <ul style="list-style-type: none"> Investment in capital schemes to support mainstream inclusion expansion of existing special schools new integrated resources new special schools expansion of post 16 	Appropriate school places which meet needs are available locally to Sheffield families Reduced travel time to access SEND provision. Improved access to post 16, resulting in better preparation for adulthood.
4	Post 16 places - Sheaf	£250k	2021-2023	ESFA / Council	Further expansion at Sheaf including additional 2 classrooms with disability access to accommodate increasing demand	Appropriate post-16 places are available to meet the needs of young people with special educational needs and disabilities

5	Harmony Works – Canada House	£12.5m	2022 onwards	Levelling up grant/external grant	Restoration of Canada House as a unique centre for music education, rehearsal, and performance in Sheffield, serving the Sheffield City Region.	Harmony Works will be an inspirational centre of musical activity providing educational opportunities for all local young people, balancing inclusivity, accessibility, and the pursuit of excellence, enabling all Sheffield City Region children and young people to be inspired by the very best music education.
6	Thornbridge Outdoors	TBC	2022 onwards	Invest to save / Council	Targeted investment at Thornbridge Outdoors will allow it to capitalise on the post pandemic increased interest in getting outdoors, and reach more children and young people, including those with SEN. Improving and enlarging facilities will enable more use of the centre in the winter months and at weekends, and increasing capacity will enable 3 classes to visit at a time, increasing the potential impact of the centre by 33%.	The purpose of the centre is to offer young people, from every background, the opportunity to have real outdoor adventures in the Peak District. Improving and extending facilities will give more Sheffield children the opportunity to enjoy and have meaningful experiences of the outdoors on their doorstep. The centre currently covers its operating costs through traded income. The investment cost would be paid back through increased traded income in future years.
7	Disabled Facilities Grant (DFG)	£5m	2022-23	External Grant	This grant is available to help make changes to properties to enable people with disabilities to live at home	More Sheffield people with disabilities are able to live at home.
8	Aldine House	£10-£12m		External Grant/Council funding	Maximise revenue potential from other Authorities by creating a second 12 bed secure home based on Aldine House, to meet national need.	Surplus places will provide income to support children's social care within the city.
9	1 Bedroom Residential Homes (2 homes linked to Aspire)	£750k		Council funding	Create bespoke 1 and 2 bed placements for children with exceptionally complex needs to provide more choice and cheaper local placements.	More appropriate accommodation to meet needs of Sheffield children with complex needs.
10	Aspire 3 – Chancet Wood (one 5 bed home)	£1m 50% council match		DFE Grant /Council funding	Third phase of programme to keep up to 40 adolescents at home and avoid entering care.	Up to 40 more Sheffield young people are able remain with their families rather than escalate to needing care.
11	2 Bed Home for children with Learning Difficulties and Disabilities (one home)	£660 k (50 %)		DFE Grant/ Council	To support children with Complex Learning difficulties	More appropriate accommodation to meet needs of Sheffield children with complex needs.

		council match)				
12	Sharrow	TBC	2022-23	Council	Relocate 183 staff from temporary accommodation across two sites (Sharrow Community building and Moorfoot building) into the Nursey Infant block and caretakers empty house, providing a fit for purpose working environment. The accommodation is in poor condition and continues to further deteriorate during current COVID-19 restrictions impacting on the ability of staff to carry out their job effectively.	Improved staff morale resulting in a better service provided to children and their families.
13	Loans for Foster Carers	£1m		Council	Under the scheme Foster Carers may apply for a loan to extend or adapt their home to support additional foster placements. Loans are secured as a legal charge for 5 years, after which the loan will not be repaid if conditions have been adhered to. The cost of this measure is anticipated to more than pay for itself within 18 months for each loan placement through savings on the use of IFAs.	This assistance will help increase the supply of available foster placements in the city and thereby reduce the annual cost burden of using Independent Fostering Agencies.
14	Semi-Independent Living	TBC	2022/23	Council	26 young people will shortly transition out of the social care system into independent living post COVID-19, and they will require semi-independent placements in Council accommodation.	Appropriate safe homes in the city for young Sheffield people transitioning out of care, for the best start to their adult lives.

6 Our forward look to the 2050s

- Increasing numbers of children with SEND based on recent trajectory will impact demand on services
- Critical tipping point in building repair reached if a target baseline on mounting backlog of maintenance is not set and achieved
- Increasing number of climate refugees and climate poverty, including food poverty, will impact on demand for services
- Closer integration with Health, with possible legislation
- Government review of how services to children are provided may increase or reduce scope of responsibilities
- Continued Academisation
- Increasing population within the city

7 Key challenges and how we are addressing them

	Challenge	Actions to address
1	<p>School Places:</p> <p>The Local Authority has a statutory duty to provide sufficient pupil places. However, there is a risk that the Basic Need capital grant allocated to support expansion projects will be insufficient – the allocation for the city is fully committed until 2022/23, with particular pressure on secondary school places expanding in the South West.</p>	<p>An ongoing review of all pupil places.</p> <p>Continue to raise the profile of statutory duties and to lobby national government</p>
2	<p>Specialist Provision:</p> <p>Demand for SEND places continues to rise; growth is expected to be between 30% and 50%.</p> <p>Significant capital investment required to manage increase in demand for SEND places</p>	<p>SCC has been successfully included in the Specialist Provision Free School Programme which will result in 2 new schools (160 places) funded and delivered by the DfE by 2022.</p> <p>A modest capital grant to support the delivery of specialist education provision has been allocated to SCC by DfE. The challenge will be to manage all of the emerging requirement within the budget allocated.</p> <p>There may be further free school bids opportunities through school autism spectrum disorder (ASD) and post 16.</p>
3	<p>Building Condition:</p> <p>Backlog maintenance is currently estimated at £45m for 66 maintained schools.</p> <p>Existing resources of around £3m annually are largely absorbed by reactive maintenance and essential programmes such as Fire Risk mitigation. Using current SCA allocation it would take us over 12 years to fully implement lifecycle maintenance.</p> <p>Annual reduction to the Building Condition Grant allocated to Local Authorities as more schools' transfer to Academy Status. Demands on the capital budget will also decrease proportionately. However, significant challenges relating to the condition of the primary estate remain.</p>	<p>Prioritise repairs on a 'worst first' basis, whilst aggregating requirements wherever possible to maximise efficiency of delivery. Continue to lobby DfE for additional funding. Consider making funding requests to the Corporate Investment Fund to tackle this backlog, Opportunities for SCC Schools to be included in DfE funded significant refurbishment and rebuild programmes will be maximised.</p>
4	<p>Children's Social Care:</p> <p>Post pandemic increase in demand is being evidenced across Children and Families services, with COVID-19 impacting on unemployment, and family debt leading to more domestic violence, substance misuse, emotional and mental health issues.</p> <p>The increase in demand and COVID-19 impact has led to an increase in semi-independent and external residential placements, an increase in costs, alongside reduced supply of placements, we therefore need to develop local residential provision.</p>	<p>A clear business case approach to capital investment will focus on ensuring the impact of any changes is effectively monitored and achieving the outcomes set out.</p> <p>We need to develop in-house bespoke, local residential provision.</p>

5	<p>Adult Social Care:</p> <p>Keeping people out of hospital and accessing the right care in their own homes and communities.</p> <p>Increasing the independence of adults of working age.</p>	<p>Work closely with colleagues in Health and Social Care and Housing to enable people to remain in their homes as long as possible and avoid unnecessary hospital admissions. Work closely with colleagues in Health, Social Care and Housing to ensure the right type of accommodation is available in the right areas.</p>
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B8 HEART OF THE CITY II

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

1 Background and context

Heart of the City II is one of Sheffield’s key economic projects. Being delivered by Sheffield City Council, the scheme will contribute positively in social and economic terms, making the city centre a more dynamic place to live and work.

In addition to encouraging new retailers to the city centre, the scheme will provide Grade A office space, including the city’s first net zero carbon workspace, a quality hotel, new homes, restaurants and cafes, leisure destinations and stunning public realm including a new “pocket park” right in the city centre – all creating the type of high-quality city centre development that helps attract jobs and investment.

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

2 How does this Priority contribute to Net Zero?

Wherever possible the development will be to the lowest environmental impact including the following:

- Retaining as much existing building as possible
- Buildings designed to meet Building Research Establishment Environmental Assessment Method (BREEAM) rating of excellent
- Connection to District Heating network
- Use of photovoltaic arrays at rooftop level
- (H2) office has been designed with technologies that support net zero carbon.

3 Projects completed in 2021/22

	Project and value	Impact
1	John Lewis Partnership Lease Surrender £5m capital receipt	Surrender of lease by John Lewis Partnership following closure of store. Option for the future use of the site to be developed subject to consultation in 22/23
2	Block B Burgess, Athol and Laycock Houses £20.6m	Development of 56 residential units, small office, and ground floor retail. The increased residential offer in the city centre, helping to make a more vibrant city neighbourhood
3	Block C Isaac's Building £20.7m	Increased quality office capacity in the city centre, attracting inward investment. Terms being developed with 2 tenants for leasing of all floors

4 Current projects already in delivery

	Project	Budget (£)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	HoCII Land Acquisitions and Feasibility work	£1.0m remaining expenditure	Oct 13 - Mar 24	No	Prudential Borrowing	All land interests secured, and final payments settled.	<p>The HoCII projects are collectively providing a high-class, mixed-use development in the heart of Sheffield City Centre, enabling Sheffield to have an improved retail and leisure offer and increased vibrancy through the creation of Office and Residential accommodation.</p> <p>This very first stage of the project was to bring the land ownership into the Council's hands so that it can control the quality and pace of development and to carry out initial feasibility work to develop a viable delivery masterplan.</p> <p>The £1.0m is the remaining forecast expenditure of a £69.3m total budget.</p>
2	HoCII Block A 'Radisson Blu / Gaumont Building'	£47.4mm	Sep 18 - Mar 24	No	Prudential Borrowing, SYMCA Gainshare Grant (subject to	Development of mix of Hotel, Leisure unit. Hotel pre-let to Radisson Blue satisfied to move the project into the construction phase with necessary budget approval	Bringing increased vibrancy to the buildings in key corridor in the city centre attracting visitors, jobs and residents.

	Project	Budget (£)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
					FBC approval)		
3	HoCII Block E Telephone House	£4.6m	Sep 18 – Mar 22	No	Prudential Borrowing	Asbestos removal and refurbishment of retail units and car park cladding replacement Including final fit out of retail/leisure units including for use as a Bike Hub	Bringing back into life several previously vacant properties and improved exterior of the multi-story car park. Secure storage of bikes to enable more active travel options for users of the city.
4	HoCII Block G 'Pound's Park'	£5.5m	Sep 18 – Jun 22	No	Transforming City Funds & Get Building Fund	Development of a pocket park "Breathing Spaces" funded by GBF Grant	High quality public space providing attractive environment for visitors, workers, and residents of the surrounding city centre. Environmental and well-being benefits from more greening. Will provide an important link to active travel plans for the city.
5.	HoCII Block G Development Plots	£1.5m	- Mar 23	No	Prudential Borrowing	Remainder of Block G site to be sold as development plots for private development of commercial space	The location next to Pounds Park will make the remainder of the site a unique and attractive location for commercial development which will in turn create increase high quality office, hotel and /or residential capacity in the city centre
6	HoCII Block H Formerly Henrys now, Elshaw House, Cambridge Street Collective and Bethel Chapel	£60.1m	Sep 18 – Sep 23	No	Prudential Borrowing	Development of mix Leisure, Food, Zero-carbon Office, and retail	Increased leisure offers in the city in a cutting-edge food hall concept combined with further grade A Zero Carbon office space attracting inward investment and Jobs. Food Hall operator now secured.
8	HoCII Block H1 Leah's Yard	£9.4m	Sep 18 – Mar 23	No	Prudential Borrowing	With stabilisation phase of development of Listed building now complete. Provision of food, leisure, Makers spaces	Bringing back into life an iconic heritage building. Operator now secured.
9	HoCII Infrastructure & Public Realm	£1.5m	Oct 18 – Mar 23	No	Prudential Borrowing	Development wide planning and delivery programme for the infrastructure and public realm	Improved street grid and high-quality public spaces and public art.

5 Investment pipeline for the next 10 years

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

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Temporary animation of Cambridge Street/Barkers Pool	£2.2m	Jan 22- Mar 23	South Yorkshire Mayoral Combined Authority Get Building Fund (cash flowed from Prudential Borrowing)	Animation of the JLP building and pop-up spaces to showcase future Cambridge Collective and Leah's Yard operations.	Providing vibrancy and footfall in the area around JLP Building ahead of future building developments
2	JLP Building Asbestos Strip-out and enabling works	£TBC	Jan 22 – Sep 22	Prudential Borrowing/ SYMCA GBF	Stripped out and safe building enabled for future development.	Makes building safe and secure and avoids further blight and risk with the building.
3	JLP Building Future Development	TBC	Jan 22- Mar 23	Prudential Borrowing/ SYMCA GBF / potentially CIF	Comprehensive consultation to take place to determine preferred option of Reuse, Remove or Replace.	A clear vision for the future development of a key focal point in the city centre.

6 Our forward look to the 2050s

Please refer to section 6 of the 'Growing and inclusive economy' priority.

7 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Managing costs within budget and keeping to programme in an increasingly challenged construction sector with inflationary and supply pressures amplified by COVID-19 pandemic.	Review and manage procurement routes to secure most competitive appointments. Pass risk on the contractors when/where appropriate. Strong project management.

2	Changing UK retail market leading to lack of demand for physical retail space alongside more aggressive commercial terms being demanded.	Constant review of leasing strategy, focussing on elements that cannot be digitised such as experiential retail, food and drink, and competitive socialising. Targeting the right mix of international, national, and local brands who are adapting their business models to suit the changes in shopper behaviour and the digital world. Diversification of mix of properties as set out in section 6 of the 'New homes' priority.
3	Changing requirements for office space following the COVID-19 pandemic.	Analysis and review of office market demand. Consideration for finalised design of each of blocks to maximise market appeal. Consider pace of development to ensure there isn't oversupply. Targeting occupiers needing modern fit for purpose space and promoting the net zero carbon workspace within the scheme. Also targeting a wider market where Sheffield can benefit from locations away from the South East of England and elsewhere. As of December 2021, enquiries are already picking up with targeting activity for Q2 2021. Diversification of mix of properties as set out in section 6 of the 'New homes' priority.

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B9 ESSENTIAL COMPLIANCE AND MAINTENANCE

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

1 Background and context

Sheffield City Council has a portfolio of over 900 built assets - many of which are buildings - from which it delivers services to the community. These buildings are physical assets which need to be properly maintained to ensure that they continue to function as efficiently and effectively as possible, comply with our statutory obligations and to support our delivery of a wide range of services. The Council's strategic objectives are all supported by services that deliver them - working from the Council's operational estate. If parts of that estate are no longer able to remain open due to failures in the fabric or infrastructure of a building, it will impact directly on the ability of those services to deliver these objectives.

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

An ongoing programme for the management of maintenance is required to provide a consistent approach to the planning, management and reporting of building maintenance within the current challenging financial environment. Works funded via this programme are primarily aimed at maintaining the existing fabric of the estate. Although the priority is to ensure buildings are safe, warm, and dry we will also be addressing - where possible - works that will address the decarbonisation agenda by improving the efficiency and sustainability of our assets.

Linking into the "Sheffield Land and Property Plan", the aim of the Essential Compliance and Maintenance Programme is to set out what short, medium, and long-term investments are needed to co-align with the outcomes signposted in that Plan. We must ensure we prioritise spend effectively. We have already rationalised our corporate estate and, unfortunately, there is more to do. This is particularly important as we seek to recover from the COVID-19 pandemic and re-set our asset strategy to reflect new norms.

Rather than trying to spread money across the entire corporate estate (which would leave no money for other priorities), we must ensure we invest according to our new mantra: "Right asset, right place, right time, right decision". An Asset Management Strategy has been developed and a first round of a rolling programme of condition surveys have been completed. This supports us in identifying where we should focus our efforts.

Based on the outcome of the condition surveys, a programme of works has been developed to the value of £8.6m over the next three years (2022-2025). This programme was risk-based following a weighting exercise, which identified the likelihood and severity of any building failure. 2021 was used to analyse the condition data and create the programme of sites and works.

The five-year Fleet investment programme commenced during 2019/20. By the end of 2021/22 we will have replaced more than a third of our fleet with 397 cleaner more efficient vehicles, including 27 fully electric vehicles. This has been a significant challenge during 2020/21 due to COVID-19 related supply chain issues. In the 4th year of the programme, we are looking to replace a further 66 vehicles and 87 items of plant to further reduce our emissions and maintenance costs.

2 How does this Priority contribute towards 'net zero'?

The schemes identified as part of the £8.6m condition programme will be developed on a like for like replacement basis plus a 'most deliverable' green option (based on the funding available) to contribute in the move towards net zero.

The £8.6m was based on indicative costs on a 'like for like' replacement basis. As a result of Brexit and the COVID-19 pandemic, actual material and contractor costs have significantly increased. It is therefore unlikely that the whole identified programme will be delivered for the allocated £8.6m.

Green technologies cannot deliver carbon savings in isolation. A 'whole building' approach is often required to achieve net zero. Due to the age and construction of a significant amount of the estate, there will be occasions where a 'gas for gas' heating replacement will be the greenest option available for the building on the basis that the replacement heating plant will be considerably more efficient than the one being replaced.

3 Projects completed in 2021/22

	Project	Value	Impact
1	Transport Efficiency 21/22	£1.1m	Represents over a 1/3 of total fleet
2	Public Sector Decarbonisation Grant Works	£1.1m	Decarbonisation schemes to improve energy efficiency of 4 Council buildings – completion date March 2022
3	Woodhouse Hub	£0.5m	Replacement of library creating a focal hub for the community
4	Medico Legal Centre	£0.04m	Boiler replacement scheme
5	Paths and Surfacing	£0.2m	Maintenance of paths and hard surfacing in Parks and Cemeteries, mitigating potential injuries and claims from slips, trips and falls
6	FRA Works Red Tape Studios	£0.85m	Improved safety of building

7	Winter Gardens Door Replacement	£0.03m	Improve safety of automatic door operation and improve heat retention
8	FRA Works Stannington Community Centre	£0.04m	Improve safety of building

4 Current projects already in delivery

	Project	Budget (Future years)	Year(s)	Invest to save?	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Bolehills Pavilion Reinstatement	0.32m	2020/21—22/23	No	Insurance/ Sports England / Revenue Contribution	Delivery of new bowls pavilion	Fit for purpose recreational facilities
2	Transport Efficiency 21/22	£2.3m	22/23	No	Prudential Borrowing	New vehicles delivering less emissions	Cleaner, greener fleet
3	Town Hall Fire Alarm and Atrium Works	£0.5m	2021/22 – 2022/23	No	Corporate Investment Fund	Compliant and safe building	Fit for purpose and safe public buildings
4	Completion of FRA Works various sites	£0.2m	2022/23	No	Corporate Investment Fund	Compliant and safe building	Fit for purpose and safe public buildings
5	Tinsley Cemetery Lodge Works	£0.2m	2022/23	No	Corporate Investment Fund	Grade 2 listed building, project to make building envelope watertight and prevent further deterioration internally	Fit for purpose and safe public buildings
6	Cemetery Wall – City Road & Shiregreen Cemeteries	£0.2m	2022/23	No	Corporate Investment Fund	Make safe and repair collapsing external walls	Safe space for public use and access

5 Investment priorities for the next 10 years

These are initiatives that have been approved as part of the £8.6m capital programme over the next 3 years. Each project will be developed via business cases and taken through the Capital approval route and represent those minimum essential elements of building maintenance required to keep the Council's estate compliant.

Further rolling, ongoing investment will clearly be required beyond 2025 and programmes will be developed as our condition surveys are continually updated.

Over the wider 10-year period, significant further investment will be required to improve the sustainability and carbon impact of our estate. We will continue to bid for external funding to support this vital work.

	Project	Value	Year(s)	Funding source(s)	Outputs	Outcomes for Sheffield people
1	Fire Risk Assessment Mitigation	£0.476m	21/22 to 24/25	Corporate Investment Fund	Delivery of suitable fire precautions to meet statutory compliance	Safe premises for our customers and staff.
2	Site Security/CCTV	£0.462m	21/22 to 24/25	Corporate Investment Fund	Compliant Security Installations	Increased safety and security
3	Protection and Care	£0.045m	21/22 to 24/25	Corporate Investment Fund	Address the most serious internal and external defects	Ensure buildings in relation to supporting the most vulnerable within Sheffield are suitable for their and service needs.
4	Statutory Service Delivery	£1.795m	21/22 to 24/25	Corporate Investment Fund	Proposed works will address a range of identified defects particularly the need to keep many of the buildings watertight through roof work and window replacement as well as the need to address failing heating and electrical systems.	Ensuring that the operational building from which SCC delivers its statutory public facing services are fully functional with no interruption to service delivery being encountered through building failure. Buildings include our Crematoria, Mortuary & Coroner services and the sites through which our adult and children's statutory protection and care services are delivered.
5	Priority Non-Statutory Service Delivery	£2.195m	21/22 to 24/25	Corporate Investment Fund	Address the most serious external defects	These investment priorities cover the wider range of SCC service delivery, which whilst non statutory contribute directly to improving the quality of life for our neighbourhoods through services for early years, youth and the elderly together with citywide services delivered

						<p>through our green space and depot infrastructure. Whilst the requirement to maintain a functioning network of Library and neighbourhood services across the city has been delivered through the recent Library Services Review both our core libraries and volunteer delivered services are operating in the majority from old and deteriorating buildings with a range of defects. A programme for these buildings is therefore proposed to address the most serious external defects to ensure that these buildings can remain operational and allow our volunteer libraries to concentrate more resources on sustainable long term service delivery.</p> <p>Investment is also required in our early years, respite, heritage and depot provision to ensure these services remain functional</p>
6	Heritage Investment	£0.215m	21/22 to 24/25	Corporate Investment Fund	Address the most serious defects and maintain the building fabric	Ensuring that our responsibilities for maintaining the city's heritage and cultural assets, the buildings that define our history and our neighbourhoods are met
7	Respite Review	£0.356m	21/22 to 24/25	Corporate Investment Fund	Reviewing our respite care arrangements and seeking opportunities to improve future provision with our public sector partners, eg Sheffield Children's Hospital Trust	Improved care
8	Contractual Obligations	£0.246m	21/22 to 24/25	Corporate Investment Fund	Ongoing Repairs	Meeting our commercial estate leasehold repair obligations
9	Emergencies/Unknowns	£1.0m	21/22 to 24/25	Corporate Investment Fund	Address catastrophic failure in elements of building fabric outside of planned preventative maintenance	Safe premises for our customers and staff.
10	Town Hall	£5.9m	23/24 to 24/25	Corporate Investment Fund	Fire precautions, electrical installation, mechanical installation	Safe premises for our customers and staff.

11	Central Library	£9m	23/24 to 24/25	Corporate Investment Fund	Structural Repairs, fire precautions, mechanical installation	Safe premises for our customers and staff.
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6 Our forward look to the 2050s

The outcome of the Property Optimisation strategy will identify the buildings that the Council will need in the medium/long term. These are the buildings that will be the focus of the future Capital Programme and future funding opportunities ensuring that these sites are compliant and maintained to a required standard.

These buildings will be the ones that will have the latest green technologies installed and building fabric changes to support the pre and post 2030 net zero target.

With the changes to building use post COVID-19 - and the way SCC employees work and the public access services - the way SCC's estate will be used will be different to how it is now. More shared space with other public bodies and private sector will undoubtedly take place and the requirements of those using the space will change. As a result, it is vital that SCC continue to review property requirements and factor this into future Capital Programmes.

7 Key challenges and how we are addressing them

	Challenge	Actions to address
1	Continuing to obtain granular data on the Condition, Utilisation, Suitability and Quality of buildings that make up the Council's estate	We have established an ongoing rolling programme of Condition Surveys and the first round of these have been used to identify the schemes for the first 4 years of the Capital programme. This has continued to progress during 2021 and has provided valuable data to enable the potential projects listed in 4 and 5 above to move forward.
2	Strategic review of the core Council estate, to concentrate maintenance investment in viable buildings and divest those buildings that are surplus to core delivery	Working with Members and officers in Property and the wider Council to understand and implement the Corporate Asset Management Strategy and Asset Optimisation Strategy.
3	Insufficient funding to adequately maintain the existing corporate estate in a satisfactory condition	Ensure that the current £8.6m funding identified for the current 4-year Capital Programme continues to be maximised to achieve as much improvement works as possible. Continue to identify additional funding and judiciously invest it to maintain the core

		estate in a satisfactory condition, continuing to utilise the data from the Condition Survey programme. Accept that lack of funding will potentially lead to the closure of non-core property due to lack of maintenance investment.
4	Insufficient funding, resource and expertise within SCC to impact on the aim of achieving Net Zero and the decarbonisation of the estate	Utilise the existing and new funding streams and opportunities to maximise the impact on decarbonisation and look to draw down available loan or grant funding if it becomes available. On the shelf Net Zero building schemes to be developed to enable immediate funding applications to be made and improve timescales for delivery.

DRAFT

C1 CORPORATE INVESTMENT FUND (CIF) POLICY

This appendix C1 sets out our proposed policy for the Corporate Investment Fund (CIF)

1 Background

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

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

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

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

The national programme of expenditure reductions has increased the importance of this facility as central government support has decreased. We may be required to use our own resources to fund essential infrastructure. And we also need to maintain sufficient funds to match - often at short notice - those available from external funders like the European Union, Heritage Lottery Fund, Sport England etc. in order to lever in funding to replace that lost from Central Government.

Demand for CIF funding vastly exceeds supply. The CIF currently represents only 4% of the Capital Programme.

2 Purpose of the Corporate Investment Fund (CIF)

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

The need for a new vision and strategy for Sheffield’s City Centre has been identified as part of our wider recovery plans following the impact of the COVID pandemic. However, the City Centre is one of several key areas where a lack of funding and/or agreement on the way forward has prevented progress for some time, for example in relation to the Town Hall and the Central Library/Graves Art Gallery.

Decisions are required in the following areas:

- City Centre Strategy
- Housing Growth
- Education & SEND
- Our wider corporate estate

The Capital Strategy details the refocussed approach we will apply to these key initiatives, explaining how we will develop a cohesive plan to move forwards on each of these areas. This is set out in further detail in Section A3 of the strategy. It is likely that the CIF will need to be used to support the delivery of some of these projects, supplemented wherever possible by external funding.

3 Risks and demands on the CIF

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

Payment of Capital Receipts will continue to be subject to the inherent risk in all property and land transactions, such as local / national economic factors and the housing market. Furthermore, the application of the Affordable Housing Policy, to address the city-wide affordable housing shortfall, will affect the level of capital receipts generated, although potential reductions may be partially offset by future Council Tax and New Homes Bonus (although New Homes Bonus is now coming to an end). The Council will also receive S.106 commuted sum (on and off site) contributions for the provision of new affordable housing. This income will be used to increase the number of affordable homes in the Affordable Housing Programme.

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

4 CIF Allocation Policy

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

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

A Funding

Projects requesting CIF funding will:

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

B Suitability

Projects requesting CIF funding will:

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

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

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

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

Co-Operative Executive Members are currently engaged in investment priority setting, whereby they are reviewing all potential capital projects and deciding where best to invest the Council's resources. A number of these projects will require CIF funding. We anticipate that this will be completed early in the new financial year.

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

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

The Council will soon publish its second Infrastructure Funding Statement (IFS), delivering greater transparency of CIL and S.106 receipts and spending. Going forward, it will also require us to set out a list of priorities for projects to be funded by CIL. This replaces the previous 'Regulation 123 List'.

When determining our proposed priorities in the future, we will have to have regard to the Infrastructure Delivery Plan (IDP) – which is being prepared to support the Local Plan- together with the Corporate Integrated Infrastructure Delivery Plan (IIDP) which will set out the Council's

infrastructure priorities. This should dovetail with the Corporate Investment Fund (CIF) priorities for funding as much as possible. All these Plans will be considered as part of the ongoing development of the Council's overarching Capital Strategy. The opportunity to provide an interim list of priority areas for spend linked to CIL funds is to be explored.

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

The Local Plan

The Local Development Scheme sets out the timetable for producing the new Local Plan (the 'Sheffield Plan'). A revised Local Development Scheme, setting out the steps involved in producing the plan, came into effect in October 2021.

An IDP will be required for the Publication Draft Plan (Regulation 19) consultation, due to take place in Autumn 2022.

C2 PROJECT LIST SPLIT BY PRIORITY

This appendix C2 sets out the full list of projects, which have either been approved or approval has been requested, split by priority area

GROWING AND INCLUSIVE ECONOMY

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Total
				2022-2023	2023-2024	2024-2025	2025-2027	
94024, DIGITAL INCUBATOR (NAQNO)	SEP 2016	MAR 2024	Approved - Active	10	22			32
94010, LDV FLOOD DEFENCE WORKS (NAQNO)	JUL 2013	MAR 2022	Approval Requested	143				143
94014, UDV FLOOD SCHEME PHASE 1 (NAQNO)	MAR 2019	MAR 2023	Approval Requested	2,246				2,246
94028, GREY 2 GREEN PH2 (NAQNO)	APR 2017	DEC 2021	Approved - Active	18	18			37
94035, LITTLE KELHAM BRIDGE (NAQNO)	JAN 2009	DEC 2009	Approval Requested	219				219
94037, WEST BAR CPO (NAQNO)	APR 2021	MAR 2026	Approval Requested	1,863				1,863
94042, FHSF PUBLIC REALM & INFRA (NAQNO)	MAY 2021	MAR 2024	Approved - Active	6,052	1,808			7,860
94043, FHSF FRONT DOOR INTERVENTIONS (NAQNO)	APR 2021	MAR 2024	Approved - Active	3,500	690			4,191
94046, STF WALKING & CYCLING TRAILS (NAQNO)	JAN 2009	DEC 2009	Approval Requested	115				115
94047, STF MANCHESTER RD PM (NAQNO)	JAN 2008	JAN 2009	Approval Requested	31				31
93890, BRT NORTH: TINSLEY LINK (WP21 (NAQNO)	DEC 2013	MAR 2023	Approval Requested	24				24
Total				14,221	2,539	-	-	16,760

TRANSPORT

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2022-2023	2023-2024	2024-2025	2025-2027	Total
90703, BLACKBURN VALLEY CYCLE ROUTE (NAQNO)	JAN 2009	DEC 2009	Approval Requested	20				20
92886, ULEV RAPID CHARGERS (NAQNO)	NOV 2018	MAR 2023	Approval Requested	315				315
93081, CAZ SIGNAGE (NAQNO)	JAN 2018	MAR 2021	Approval Requested	308				308
93082, CAZ ANPR INFRA (NAQNO)	JAN 2008	JAN 2009	Approval Requested	2,540				2,540
93083, TCF CITY CENTRE (NAQNO)	SEP 2019	MAR 2024	Approval Requested	601				601
93090, TCF HOUSING ZONE NORTH (NAQNO)	SEP 2019	MAR 2023	Approved - Active	377				377
93132, KELHAM NEEPESEND PARKING (NAQNO)	APR 2019	OCT 2022	Approval Requested	507				507
93144, FAIRLEIGH 20 MPH (NAQNO)	APR 2020	MAR 2022	Approval Requested	3				3
93244, HIGHFIELD 20 MPH (NAQNO)	JUL 2021	MAR 2023	Approval Requested	8				8
93247, NORTON LEES 20MPH (NAQNO)	JUL 2021	JAN 2023	Approval Requested	9				9
93248, CARTERKNOWLE 20MPH (NAQNO)	JUL 2021	MAR 2023	Approval Requested	9				9
93349, WESTFIELD 20MPH (NAQNO)	JUL 2021	MAR 2023	Approval Requested	9				9
93250, HERDINGS 20MPH (NAQNO)	JUL 2021	MAR 2023	Approval Requested	8				8
93251, HIGH GREEN 20MPH (NAQNO)	JUL 2021	MAR 2023	Approval Requested	8				8
93252, FULWOOD 20MPH (NAQNO)	JUL 2021	MAR 2023	Approval Requested	16				16
93376, BROADFIELD ROAD JUNCTION (NAQNO)	JAN 2018	MAR 2023	Approval Requested	1,520				1,520
92945, BARKBY ROAD STEPS (NAQNO)	APR 2019	SEP 2022	Approval Requested	73				73
Total				6,332	-	-	-	6,332

NEW HOMES

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2022-2023	2023-2024	2024-2025	2025-2027	Total
90033, ASSET ENHANCEMENT GB SITES (NAQNO)	JAN 2016	MAR 2023	Approval Requested	285				285
94029, DEVONSHIRE QUARTER (NAQNO)	APR 2018	MAR 2023	Approval Requested	886				886
94030, BROWNFIELD SITE (NAQNO)	APR 2018	MAR 2023	Approval Requested	2,481				2,481
97497, INTERIM TA REFURBS (NAQNO)	APR 2020	MAR 2023	Approval Requested	450				450
97498, INTERIM TA ACCOMMODATION (NAQNO)	APR 2020	MAR 2023	Approval Requested	3,250				3,250
97551, COUNCIL HSG ACQUISITIONS PROG (Q0067)	APR 2014	MAR 2026	Approval Requested	7,152	1,837	1,888	1,940	12,817
97555, NBCH-P04A-ADLINGTON RD-OPIL (NAQNO)	MAR 2017	OCT 2023	Approval Requested	496				496
97556, NBCH-P04B-ADLINGTON RD-LD (NAQNO)	APR 2016	MAR 2023	Approval Requested	25				25
97559, NBCH-P05-NEWSTEAD-GN (NAQNO)	JAN 2020	MAR 2025	Approval Requested	7,463	6,463	245		14,171
97560, NBCH-P06-NEWSTEAD-OPIL (NAQNO)	JAN 2020	MAR 2026	Approval Requested	7,389	15,035	4,391	390	27,205
97564, NBCH-P10-DARESBURY/BERNERS-GN (NAQNO)	APR 2019	MAR 2023	Approval Requested	3,253				3,253
97566, NBCH-P11-HEMSWORTH-OPIL (NAQNO)	DEC 2019	MAR 2025	Approval Requested	15,022	3,555			18,577
97568, NBCH-P13-SCOWERDONS-GN (NAQNO)	APR 2020	MAR 2026	Approval Requested	57				57
97571, NBCH-P15-GAUNT RD-GN (NAQNO)	APR 2019	MAR 2024	Approval Requested	5,007	1,220			6,227
97572, NBCH-P16-NEWSTEAD-ENABLE (NAQNO)	AUG 2020	MAR 2024	Approval Requested	1,575	24			1,598
97577, NBCH-P17-TITTERTON-GN (NAQNO)	DEC 2020	MAR 2024	Approval Requested	30				30
97578, NBCH-P18-BOLE HILL (NAQNO)	JAN 2021	MAR 2024	Approval Requested	2,905	2,442			5,348
97580, NBCH-P20-OWLTHORPE S106-SO (NAQNO)	JUN 2021	MAR 2024	Approval Requested	623	294			917
97581, NBCH-P21-OWLTHORPE OMV-SO (NAQNO)	MAY 2021	MAR 2024	Approval Requested	1,294	35			1,329
97585, NBCH-P25-CORKER BOTTOMS-GN (NAQNO)	JAN 2022	MAR 2024	Approval Requested	2,164	2,347			4,510
00140591Q0087 STOCK INCREASE (CHS)	APR 2014	MAR 2028	Approval Requested	52,333	55,339	66,632	62,062	236,366
97444, GENERAL/RTB ACQUISITIONS CHS (Q0069)	APR 2015	MAR 2026	Approval Requested	1,450	372	383	393	2,598
Total				115,590	88,962	73,539	64,785	342,876

HOUSING INVESTMENT

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Total
				2022-2023	2023-2024	2024-2025	2025-2027	
00100000Q0094 HRA REGENERATION	APR 2019	MAR 2027	Approval Requested	500	3,500	3,500	8,913	16,413
90136, CHAUCER SQUARE MAINTENANCE (NAQNO)	JAN 2009	DEC 2030	Approval Requested	18	18	18	36	90
97222, PSH EMPTY PROPERTIES (NAQNO)	JAN 2008	MAR 2027	Approval Requested	120	120	120	240	600
97390, PHS ACTIVITY (NAQNO)	APR 2010	MAR 2027	Approval Requested	25	25	25	50	125
97150, RHB LOANS HAL (NAQNO)	JAN 2008	MAR 2023	Approval Requested	220				220
97162, RYEDALE LANDLORD LOANS (NAQNO)	APR 2020	MAR 2023	Approval Requested	25				25
97166, WAKEFIELD HAL (NAQNO)	APR 2020	MAR 2023	Approval Requested	75				75
97394, HULL - HUMBER SUB REGION HAL (NAQNO)	JAN 2008	MAR 2023	Approval Requested	138				138
97451, REGIONAL ENERGY HAL (NAQNO)	APR 2016	MAR 2023	Approval Requested	120				120
97452, REGIONAL ERL (NAQNO)	APR 2016	MAR 2023	Approval Requested	120				120
97507, SHEFFIELD REPAYMENT LOANS (NAQNO)	APR 2018	MAR 2023	Approval Requested	55				55
97520, KIRKLEES RF FUNDS HAL(2) (NAQNO)	APR 2014	MAR 2023	Approval Requested	119				119
97338, PROGRAMME MANAGEMENT COSTS RTB (NAQNO)	JAN 2008	MAR 2025	Approval Requested	377	377	377	754	1,885
97118, HRA PROGRAMME MANAGEMENT (NAQNO)	JAN 2008	MAR 2027	Approval Requested	250	250	250	500	1,250
97227, OBSOLETE HEATING (NAQNO)	APR 2010	MAR 2023	Approval Requested	1,957				1,957
97331, ASBESTOS SURVEYS (NAQNO)	APR 2010	MAR 2024	Approval Requested	110				110
97148, S H MGMT FEES COMMISSIONED (NAQNO)	APR 2011	MAR 2027	Approval Requested	2,800	2,850	2,900	5,950	14,500
97254, H & S ELECTRICAL REWIRES (NAQNO)	APR 2010	MAR 2027	Approval Requested	33	30	30	60	153
97259, EMERGENCY DEMOLITIONS (NAQNO)	JAN 2008	MAR 2024	Approved - Active	40	40			80
97204, HEATING BREAKDOWNS (Q0069)	APR 2012	MAR 2023	Approval Requested	730				730
97464, ROOFING REPLACEMENTS PROG (NAQNO)	MAY 2019	MAR 2026	Approved - Active	7,750	7,672	7,632	9,491	32,545
97468, DEMOLITION PROGRAMME (NAQNO)	DEC 2019	MAR 2023	Approved - Active	358				358
97469, FIRE SUPPRESSION SYSTEMS (NAQNO)	AUG 2020	MAR 2025	Approval Requested	231	222	222		675
97470, ADAPTATIONS 2020-25 CONTRACT (NAQNO)	JUL 2020	MAR 2025	Approved - Active	2,611	2,823	2,823		8,258
97472, EWI NON-TRADITIONAL 2 (NAQNO)	JAN 2018	MAR 2024	Approval Requested	6,151	3,467			9,619
97473, EWI NON-TRADITIONAL 3 (NAQNO)	JAN 2018	MAR 2025	Approval Requested	2,324	2,324			4,649
97475, ELEMENTAL REFURBS 2021-26 (NAQNO)	SEP 2020	MAR 2027	Approval Requested	2,986	3,236	3,236	4,881	14,340
97476, ADAPTATIONS - STAIRLIFTS (NAQNO)	APR 2021	MAR 2026	Approval Requested	363	362	362	362	1,450
97477, ELECTRICAL UPGRADES PH 2 (NAQNO)	SEP 2020	MAR 2027	Approval Requested	4,369	4,369	4,369	6,554	19,662
97480, CITYWIDE TOWER BLOCKS - FS (NAQNO)	SEP 2019	MAR 2025	Approval Requested	7,233	1,730	54		9,017
97483, TOWER BLOCK FLAT ROOFING (NAQNO)	APR 2021	MAR 2026	Approval Requested	962	962	962	153	3,039
97490, OPIL LAUNDRY UPGRADES (NAQNO)	APR 2022	MAR 2025	Approval Requested	103	98	99		300
97770, HOUSING/PLACE IT SYSTEMS (NAQNO)	FEB 2021	MAR 2025	Approved - Active	4,868	1,900	861		7,629
97968, LIFT REPLACEMENTS (NAQNO)	APR 2011	MAR 2024	Approval Requested	450				450
97990, SHELTERED FIRE ALARM LINKING (NAQNO)	JAN 2016	MAR 2025	Approved - Active			23		23
00140653Q0079 HEATING, ENERGY EFFIC & CARBON RED	APR 2014	MAR 2027	Approval Requested	2,400	8,050	10,750	21,500	42,700
00140653Q0080 ENVELOPING & EXTERNAL WORK	APR 2014	MAR 2027	Approval Requested		1,000	3,410	11,608	16,018
00140653Q0082 ADAPTIONS & ACCESS (CHS)	APR 2021	MAR 2027	Approval Requested				6,260	6,260
00140653Q0083 WASTE MGT & ESTATE ENVIRONMENTALS	APR 2014	MAR 2027	Approval Requested	850	2,195	3,095	5,840	11,980
00140653Q0084 H & S ESSENTIAL WORK	APR 2015	MAR 2027	Approval Requested	1,865	2,025	12,900	32,586	49,376
00140653Q0085 COMMUNAL AREAS INVESTMENT	APR 2014	MAR 2027	Approval Requested	500	5,500	5,000	14,000	25,000
00140653Q0086 INTERNAL WORKS	APR 2014	MAR 2027	Approval Requested	113	113	500	4,431	5,157
00140653Q0089 OTHER ESSENTIAL WORK	APR 2014	MAR 2027	Approval Requested	657	1,244	1,307	2,764	5,972
00140653Q0090 GARAGES & OUTHOUSES	JAN 2008	MAR 2027	Approval Requested		130	250	500	880
Total				54,975	56,635	65,078	137,433	314,120

CLEANER GREENER SAFER

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2022-2023	2023-2024	2024-2025	2025-2027	Total
94090, CITY CENTRE SAFETY (NAQNO)	DEC 2018	MAR 2023	Approval Requested	716				716
94122, NEW CREMATORS CITY ROAD (NAQNO)	SEP 2019	MAR 2024	Approved - Active	609	44			653
94531, GENERAL CEMETERY HLF PH2 (NAQNO)	JAN 2008	MAR 2024	Approval Requested	1,917	247			2,164
94119, MSF FINANCE (NAQNO)	FEB 2017	MAR 2023	Approval Requested	16,559	17,608			34,167
Total				19,800	17,899	-	-	37,699

GREEN AND OPEN SPACES and SPORT

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2022-2023	2023-2024	2024-2025	2025-2027	Total
94541, MATTHEWS LA. CRICKET PAVILION (NAQNO)	APR 2019	MAR 2023	Approval Requested	348				348
94554, FORGE DAM POND RESTORATION (NAQNO)	DEC 2020	MAR 2023	Approval Requested	113				113
94555, PARKWOOD SPRINGS ACTIVE PARK (NAQNO)	APR 2021	MAR 2023	Approval Requested	689				689
94557, HILLSBOROUGH PARK DEVELOPMENTS (NAQNO)	JUL 2021	MAR 2023	Approved - Active	227				227
94558, CHARLTON BROOK BMX RENOVATION (NAQNO)	APR 2021	MAR 2023	Approval Requested	15				15
94561, BOWMAN DRIVE BMX RENOVATION (NAQNO)	JUL 2021	MAR 2023	Approval Requested	22				22
00120461Q0093 GREEN AND OPEN SPACES S106 STRATEGY	APR 2016	MAR 2023	Approval Requested	466				466
Total				1,879	-	-	-	1,879

Page 338

PEOPLE CAPITAL & GROWTH

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2022-2023	2023-2024	2024-2025	2025-2027	Total
90797, MERCIA SCHOOL (Q0061)	AUG 2015	MAR 2024	Approval Requested	279	0			280
90801, SILVERDALE 2FE EXPANSION T/P (Q0061)	SEP 2015	MAR 2025	Approved - Active	28	28	18		74
90894, ASTREA - SPORTS PITCH (NAQNO)	JAN 2008	MAR 2023	Approval Requested	1,065				1,065
90944, HALFWAY INFANTS OFFICE BLOCK (NAQNO)	JAN 2020	MAR 2023	Approved - Active	229				229
90947, NETHER GREEN JNR ROOF (NAQNO)	JAN 2020	MAR 2023	Approved - Active	952				952
90959, FRA WORKS 20-21 COIT (NAQNO)	MAY 2020	MAR 2023	Approval Requested	284				284
90960, FRA WORK 20-21 CARTERKNOWLE J (NAQNO)	SEP 2020	MAR 2023	Approval Requested	348				348
90961, FRA WORKS 20-21 BRADWAY (NAQNO)	OCT 2020	MAR 2023	Approved - Active	466				466
90962, FRA WORKS 20-21 WATERTHORPE (NAQNO)	OCT 2020	MAR 2023	Approved - Active	292				292
90963, FRA WORKS 20-21 BRUNSWICK (NAQNO)	OCT 2020	MAR 2023	Approved - Active	479				479
90972, TALBOT-SEVEN HILLS SEND (NAQNO)	JAN 2008	MAR 2023	Approved - Active	3,278				3,278
90974, NEWFIELD SCHOOL BRIDGE (NAQNO)	JAN 2008	MAR 2023	Approval Requested	102				102
90975, DORE PRIMARY TEMP EXPANSION (NAQNO)	APR 2021	MAR 2029	Approved - Active				75	75
90906, ALDINE HSE- 2 BED EXTN & MUGA (NAQNO)	JAN 2008	MAR 2023	Approval Requested	1,017				1,017
90909, GIBSON HOUSE (NAQNO)	JAN 2008	MAR 2023	Approval Requested	21				21
97333, MINOR WORK GRANTS (NAQNO)	JAN 2008	MAR 2023	Approved - Active	150				150
97334, DISABLED GRANTS (NAQNO)	JAN 2008	MAR 2023	Approved - Active	2,000				2,000
Total				10,991	28	18	75	11,112

ESSENTIAL COMPLIANCE & MAINTENANCE

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Total
				2022-2023	2023-2024	2024-2025	2025-2027	
95636, TRANSPORT EFFICIENCY 21-22 (NAQNO)	APR 2021	MAR 2023	Approved - Active	2,296				2,296
90160, FRA 16-17 BROOMHALL CENTRE (Q0073)	JAN 2018	MAR 2023	Approval Requested	15				15
90168, FRA 16-17 SORBY HOUSE (Q0073)	APR 2017	MAR 2023	Approval Requested	39				39
90171, FRA 16-17 STANNINGTON PARK (Q0073)	APR 2017	MAR 2023	Approval Requested	13				13
90173, FRA 16-17 TOTLEY LIBRARY (Q0073)	APR 2017	MAR 2023	Approval Requested	9				9
90188, BOLEHILL REINSTATEMENT (Q0073)	APR 2017	MAR 2023	Approval Requested	107				107
90189, FRA 16-17 LOWER MANOR NH CTR (Q0073)	APR 2017	MAR 2023	Approval Requested	69				69
93488, FRA 17-18 BROOMHILL LIBRARY (NAQNO)	JAN 2018	MAR 2023	Approval Requested	14				14
93516, FRA ANN'S ROAD YC (NAQNO)	APR 2017	MAR 2023	Approval Requested	9				9
95629, FRA CORP 2020 - MEERSB PK OFF (NAQNO)	APR 2021	MAR 2023	Approved - Active	357				357
95630, TOWN HALL ATRIUM (NAQNO)	JAN 2008	MAR 2023	Approval Requested	235				235
95631, FRA CORP 2020 - SPRING ST KENN (NAQNO)	JAN 2008	MAR 2023	Approved - Active	195				195
95632, FRA CORP 2020 - MATHER RD REC (NAQNO)	APR 2021	MAR 2023	Approved - Active	94				94
95633, FRA CORP 2020 - HEELEY GRN CC (NAQNO)	APR 2020	MAR 2023	Approved - Active	98				98
95639, FRA CORP 21 - ABBEYFIELD PARK (NAQNO)	FEB 2021	MAR 2023	Approved - Active	166				166
95640, FRA CORP 21 - CHAPELTOWN LIB (NAQNO)	FEB 2021	MAR 2023	Approved - Active	145				145
95641, FRA CORP 21 - CONCORD PARK (NAQNO)	FEB 2021	MAR 2023	Approved - Active	190				190
95643, FRA CORP 21 - LOWEDGES HS OFF (NAQNO)	FEB 2021	MAR 2023	Approved - Active	118				118
95644, FRA CORP 21 - MNT PLEASANT PK (NAQNO)	FEB 2021	MAR 2023	Approved - Active	91				91
95645, FRA CORP 21 - SHIREGREEN CEM (NAQNO)	FEB 2021	MAR 2023	Approved - Active	183				183
95650, SHIREGREEN CEMETERY WALL (NAQNO)	JAN 2008	MAR 2023	Approval Requested	30				30
95651, GLEN HOWE RETAINING WALL PK B (NAQNO)	JAN 2008	MAR 2023	Approval Requested	50				50
95654, TOWN HALL FIRE ALARM (NAQNO)	JAN 2008	MAR 2023	Approval Requested	87				87
95657, TOWN HALL FUEL TANK (NAQNO)	JAN 2008	MAR 2023	Approval Requested	67				67
95658, CITY ROAD CEMETERY WALL (NAQNO)	JUN 2021	MAR 2023	Approval Requested	31				31
95659, MILLHOUSES PK GABION WALL (NAQNO)	JUN 2021	MAR 2023	Approval Requested	149				149
Total				4,858	-	-	-	4,858

HEART OF THE CITY II

Values in £'000s	Project Start	Project End	Approval Status	Expenditure				Expenditure
				2022-2023	2023-2024	2024-2025	2025-2027	Total
94050, SHEFFIELD RETAIL QUARTER 2 (NAQNO)	OCT 2013	MAR 2024	Approval Requested	450	100			550
94054, SRQ OFFICES (NAQNO)	JAN 2017	MAR 2023	Approval Requested	833				833
94055, SRQ - STRATEGIC DEV PARTNER (Q0078)	JAN 2008	MAR 2024	Approved - Active	506	717			1,223
94057, A PALATINE CHAMBERS BLOCK (NAQNO)	APR 2018	MAR 2024	Approval Requested	26,384	8,492			34,875
94058, B LAYCOCK HOUSE NEW BUILD (NAQNO)	APR 2018	MAR 2023	Approval Requested	717				717
94060, C PEPPER POT BUILDING (NAQNO)	APR 2018	MAR 2023	Approval Requested	1,337				1,337
94061, E TELE.HSE RETAIL & CAR PARK (NAQNO)	JAN 2008	MAR 2024	Approval Requested	539	1			540
94063, G DEVELOPMENT PLOTS (NAQNO)	SEP 2018	DEC 2024	Approval Requested	651				651
94065, H HENRYS BLOCK (NAQNO)	APR 2018	MAR 2025	Approval Requested	36,110	2,180	3		38,293
94066, H1 LEAHS YARD (NAQNO)	APR 2018	MAR 2023	Approval Requested	4,699				4,699
94067, HOC II INFRASTRUCTURE & PR (NAQNO)	APR 2018	MAR 2023	Approval Requested	463				463
94070, G POCKET PARK (NAQNO)	FEB 2021	MAR 2023	Approved - Active	1,374				1,374
Total				74,065	11,489	3	-	85,557

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