

Cabinet

Wednesday 19 September 2018 at 2.00 pm

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

The Press and Public are Welcome to Attend

Membership

Councillor Julie Dore	(Leader of the Council)
Councillor Olivia Blake	(Cabinet Member for Finance and Deputy Leader)
Councillor Lewis Dagnall	(Cabinet Member for Environment and Streetscene)
Councillor Jackie Drayton	(Cabinet Member for Children & Families)
Councillor Jayne Dunn	(Cabinet Member for Education & Skills)
Councillor Mazher Iqbal	(Cabinet Member for Business and Investment)
Councillor Mary Lea	(Cabinet Member for Culture, Parks and Leisure)
Councillor Chris Peace	(Cabinet Member for Health and Social Care)
Councillor Jack Scott	(Cabinet Member for Transport and Development)
Councillor Jim Steinke	(Cabinet Member for Neighbourhoods and Community Safety)

PUBLIC ACCESS TO THE MEETING

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

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda.

Members of the public have the right to ask questions or submit petitions to Cabinet meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Cabinet meetings are normally open to the public but sometimes the Cabinet may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

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

If you require any further information please contact Simon Hughes on 0114 273 4014 or email simon.hughes@sheffield.gov.uk.

FACILITIES

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

**CABINET AGENDA
19 SEPTEMBER 2018**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest** (Pages 1 - 4)
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting** (Pages 5 - 22)
To approve the minutes of the meeting of the Cabinet held on 18 July 2018.
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. Items Called-In For Scrutiny**
The Director of Legal and Governance will inform the Cabinet of any items called in for scrutiny since the last meeting of the Cabinet
- 8. Retirement of Staff** (Pages 23 - 26)
Report of the Executive Director, Resources.
- 9. New Homes Delivery Plan** (Pages 27 - 70)
Report of the Executive Director, Place.
- 10. Month 4 Capital Approvals** (Pages 71 - 86)
Report of the Executive Director, Resources.

**NOTE: The next meeting of Cabinet will be held on
Wednesday 17 October 2018 at 2.00 pm**

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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

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

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

You **must**:

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

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

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

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

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

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

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

You have a personal interest where –

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

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

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

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

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

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

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Cabinet

Meeting held 18 July 2018

PRESENT: Councillors Julie Dore (Chair), Olivia Blake, Lewis Dagnall, Jackie Drayton, Jayne Dunn, Mazher Iqbal, Mary Lea, Chris Peace, Jack Scott and Jim Steinke

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1. APOLOGIES FOR ABSENCE

1.1 There were no apologies for absence.

2. EXCLUSION OF PUBLIC AND PRESS

2.1 The Chair (Councillor Julie Dore) reported that the Appendix to Item 16 'Delivery of Sports Hall Provision for the Oasis Academy' was not available to the public and press because it contained exempt information described in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), relating to the financial or business affairs of any particular person. Accordingly, if the contents of the Appendix were to be discussed at the meeting, the public and press would be excluded from the meeting at that point in the proceedings.

3. DECLARATIONS OF INTEREST

3.1 Councillor Olivia Blake declared a Disclosable Pecuniary Interest in agenda items 11 and 12 'Sheffield Drug Strategy 2018-22' and 'Adults with Complex Needs' (items 6 and 7 of these minutes, respectively) as a Non-Executive Director of the Sheffield Health and Social Care Trust but felt that her interest was not prejudicial in view of the nature of the reports and chose to remain in the meeting during consideration of the items.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of the meeting of Cabinet held on 20 June 2018 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 Public Question in respect of Highway Tree Strategy

5.1.1 Rebecca Hammond commented that recently published versions of the Highway Tree Strategy, which had been found having previously been lost, included two versions called "Version 7". Will there be an investigation into why there were two "Version 7's" and into why the version which was presented as evidence in two court cases had a document control front sheet that demonstrated that it was a fabrication?

5.1.2 Councillor Lewis Dagnall, Cabinet Member for Environment and Streetscene,

confirmed that the remaining documents related to the Streets Ahead contract had been released last week and, in relation to this, as much information had been released to the public as other comparable contracts across the country. This had been in response to campaigners' requests for transparency. Councillor Dagnall was pleased the Highway Tree Strategies had been released and he would respond in writing to the more specific detail of Ms. Hammond's question.

5.2 Public Question in respect of Independent Experts

5.2.1 Rebecca Hammond asked will the review of how Sheffield's street trees are managed include input from any independent professional experts?

5.2.2 Councillor Lewis Dagnall replied that, when the Streets Ahead Contract had been reviewed, as the Cabinet Member, he took advice from people with the appropriate professional expertise and he was confident that we had this within the Council to enable Cabinet to make policy decisions to enhance the urban forest in the City. There would be further dialogue with stakeholders and members of the public and contributions could be made by independent experts at that point.

5.3 Public Question in respect of Webcasting

5.3.1 Nigel Slack stated that he had heard from a number of sources within the Council that a procurement process had begun for the webcasting of Council meetings and that a tender invitation will be sent out shortly. Is that the case? If so, what are the details of the specification in the tender for a webcasting service? Which meetings? Guarantees of independence from political interference? Indexing of agenda items and identification of participants? Archiving arrangements? Etc?

5.3.2 Councillor Olivia Blake, Deputy Leader and Cabinet Member for Finance, responded that there had been significant problems with the audio system in the Council Chamber and it was clear that it was now at the end of its operational life. There was no replacement equipment available for the current system. A procurement process had started and the Council had asked for options within the tender for potential recording, streaming and webcasting. Tenders had been received for this which were now going through the Council processes for evaluation.

5.4 Public Question in respect of the Public Realm on Charter Row

5.4.1 Nigel Slack commented that the changes to the public realm on Charter Row, at the back of the Debenhams store and the site of the new HSBC building, offered an opportunity to much improve that relatively sterile part of the City Centre. Unfortunately, for some strange reason, the seating on the Debenhams side of the street faced the back wall of Debenhams rather than across the open space towards the new green spaces being created at the side of the HSBC building. Why was this? Was this always the plan or a mistake?

5.4.2 Mr Slack added that, passing recently, it was clear that most of the new planting in that area was dying due to lack of watering. Who was responsible for this space

and the maintenance of the planting?

5.4.3 In response, Councillor Mazher Iqbal, Cabinet Member for Business and Investment, accepted why Mr Slack may think the layout was strange at this stage. However, this was part of the wider strategy for Heart of the City 2. The benches would be connected to the retail element at The Moor and it was the aim for people on the benches to face that rather than Debenhams. The public space could be used for a number of purposes, including the holding of events.

5.4.4 The recent hot weather had taken everyone by surprise and provision had not been made for that in terms of watering plants. The Council had spoken to the contractor who would ensure watering took place at that location on a weekly basis.

5.5 Public Question in respect of Due Diligence

5.5.1 Nigel Slack commented that, in the last year or so, he had heard the phrase 'Due Diligence' used on several occasions. It had been used in regard to many decisions by the Council, from the potential sale of the Central Library, the disposal of Mount Pleasant, to the recently collapsed 'Ofo' deal. What had never been made clear was what Due Diligence actually meant. Could the Council explain what this phrase meant? What steps were included in assessing Due Diligence? What information was accessed and assessed? Where was the information sourced? Who/which department assessed the information? What technical or other qualifications were expected of people in this decision making position?

5.5.2 The Leader of the Council, Councillor Julie Dore, explained that the term due diligence was a generic term. Before Councillors had to make very important decisions which impacted on people's lives, all the checks and balances needed to be undertaken. It depended on the specific contract or decision as to what due diligence was undertaken. This usually included financial and legal implications. Recently this had included discussions with Government and the Department of Trade and Industry. Councillors needed to ensure they had all the facts at their disposal when taking a decision.

5.5.3 Councillor Dore added that Council staff would be used to undertake due diligence in the first instance. Other assistance may be brought into the process if required. If Mr Slack had a specific contract or decision in mind he should let Councillor Dore know and a more specific answer would be provided.

5.6 Public Question in respect of the Central Library

5.6.1 Nigel Slack commented that, over the last couple of years, the proposed fate of the Central Library had changed more than once. Sale to an outside investor, new building in the Heart of the City and now a revamp of the current location. What was the current situation with respect to the Central Library and building?

5.6.2 Councillor Mary Lea, Cabinet Member for Culture, Parks and Leisure, responded that the Council was committed to the Graves Art Gallery and the building and

plans for a twenty-first century library. A number of public events would shortly be arranged to discuss plans in more detail and where the library building should be located. The Central Library was a priority for the Council and the aim was to ensure a bright future for it.

5.7 Public Question in respect of Local Elections

5.7.1 Adam Butcher asked, in the light of the investigation by the Electoral Commission into the Vote Leave campaign in the European Union referendum, how can we make sure that Local Elections are safe and sound?

5.7.2 Councillor Julie Dore commented that, in light of recent publicity regarding the Vote Leave campaign, there had been a lot of public interest into how elections were run. As a result, Councillor Dore had looked into Sheffield's record in how it carried out elections to ensure they had been carried out legally. The issues with the Vote Leave campaign were around expenditure and candidates in local elections also had an expense limit for their election campaigns. No candidate had spent over the limits allowed over the last several years which Councillor Dore had looked at. Returns were available for public scrutiny for up to two years following an election.

5.7.3 The Council employed a Returning Officer for elections who determined whether any malpractice had taken place. If there was, this would be referred to the Police for investigation. Again, Councillor Dore had checked and there had been no recent prosecutions in Sheffield. She therefore believed that Mr Butcher and others could be reassured that elections in Sheffield were safe and secure.

5.8 Public Question in respect of the Drug Strategy

5.8.1 Adam Butcher asked whether any consultation had taken place with carers and service users when developing the Drug Strategy which was on the agenda for this meeting?

5.8.2 Councillor Chris Peace, Cabinet Member for Health and Social Care, confirmed that consultation had taken place with current and ex-users via drug services. Individuals who were going through recovery and also still actively using had been spoken to. Events had taken place to seek service users' views, such as at the Archer Project in March this year. Service users were at the heart of this Strategy as only by taking their views into account could it be taken forward.

5.9 Public Question in respect of High Court Ruling

5.9.1 David Dillner commented that, on Thursday 12 July in the High Court, Judge Graham Robinson said that the 13 campaigners who refused to sign the undertaking were "eminently justified" in not doing so. In light of this, what steps have been taken to initiate an enquiry and/or disciplinary proceedings against those officers, legal team and Councillors involved in drafting and issuing that undertaking?

5.9.2 Councillor Julie Dore stated that Mr Dillner was correct in his representation of the

Judge's comments. However, the Judge did not say that the Council had no right to ask for the undertaking. In respect of the drafting of the undertaking, the Council took into account professional advice on this but would take into account and learn lessons from the Judge's comments. She did not believe this should result in disciplinary actions as officers had acted appropriately but if Mr Dillner wished to make a complaint he should go through the Council's complaints procedure.

5.9.3 Councillor Lewis Dagnall added that, at the time, it had been explained that the Council felt it was necessary to apply for an extension of the injunction to ensure work was conducted safely and he believed the outcome in Court had achieved that. He welcomed the fact that the defendants and the Council had agreed a negotiated outcome on the terms of the injunction as work could now be done safely whilst balanced against peaceful protest. The Council always recognised the right to peaceful protest. The Council was looking at trying to find a compromise on all sides to continue the Streets Ahead work, so he thanked the defendants and others that an outcome had been agreed.

5.10 Public Question in respect of Olympic Legacy Park at the Oasis Academy

5.10.1 Gerry Montgomery commented that a few years ago investigations had taken place into the possibility of extending the English Institute of Sport (EIS) which had concluded that it was a very expensive operation to carry out. Mr Montgomery felt disappointed that, after four years, no real conclusion had been arrived at. He requested that officers make progress in respect of this and come to a decision.

5.10.2 Councillor Dore confirmed that no decision had been made as yet but the item was on the agenda for this meeting. Officers had looked at all the options and made recommendations to Cabinet. Further information had been received since the publication of the report which the Cabinet would discuss later in the meeting and Cabinet would ask questions of officers regarding each option. A decision would only be made when Cabinet were satisfied that they had all the necessary information.

5.11 Public Question in respect of Transport Strategy

5.11.1 Dr. Dany Jadresic commented that, regarding the Sheffield Transport Strategy and proposal to focus on Darnall and Attercliffe for cycling, she would like to propose a pilot project for full cycling infrastructure for Tinsley and its Attercliffe Road route into the Town Centre. Cycle Sheffield, which had over 50 members, had links with the local school which was interested in teaching parents and children to cycle to school to improve the environment and their health.

5.11.2 Councillor Jack Scott, Cabinet Member for Transport and Development, commented that he understood the passion for this type of work. Having a socially just City was important, to which cycle segregation was an important factor. The administrations manifesto had said the aim was to move away from a car-first model.

5.11.3 Councillor Scott added that the price of e-bikes was coming down as they became more popular and technical advances were made and the more the Council could do to support the roll out of this the better. In respect of schools, the Council had a captive audience of pupils and Councillor Scott looked forward to working with Councillor Jayne Dunn, Cabinet Member for Education and Skills, to incentivise schools to encourage active travel including cycling. The Council would look at particular areas to close the gap where cycling was less common. Although he couldn't commit to the pilot proposal suggested by Dr. Jadresic, he would be happy to meet with her to discuss future plans.

6. SHEFFIELD DRUG STRATEGY 2018-2022

6.1 The Executive Director, People Services submitted a report seeking approval of the final version of the Sheffield Drug Strategy 2018-2022 and approval for implementation by Sheffield Drug and Alcohol Co-Ordination Team (DACT) and partners and to extend for 6 months the Opiate (£1.25m) and Non-Opiate (£292,500) Services contracts. These contracts were awarded in 2014 for a period of 3 years with an option to extend for 2 years. The contract was extended for 2 years in October 2017. The contract is delivered by Sheffield Health and Social Care (SHSC) who won the contract through an open procurement process.

6.2 **RESOLVED:** That Cabinet:-

- (a) approves the Drug Strategy attached to the report as a statement of the Council's strategic approach to addressing drug use in the city;
- (b) subject to an approval of the appropriate waiver by the Director of Finance and Commercial Services, approves an extension of the Opiate and Non-Opiate Services contracts for 6 months from 1st October 2019 to 31 March 2020 to bring it in line with the alcohol and criminal justice contracts which expire on 31 March 2020 and to allow for a whole system re-tender; and
- (c) notes that the implementation of any of the proposed actions in the Drug Strategy may be subject to further decision making in accordance with the Leader's Scheme of Delegation.

6.3 Reasons for Decision

6.3.1 Implementing a city-wide drug strategy is timely for the reasons described in the report. It will allow SCC the opportunity to capture its high level strategic aims with relation to all age drug use which provides clarity and direction. The strategy will inform an implementation plan. The strategy will cover the period from 2018-2022. This includes the period when drug services will be due to be retendered, and the timing of this strategy allows us to implement our strategic vision for the city via commissioning arrangements. The strategy prioritises partnership approaches to drug use and seeks to maximise the effectiveness of these partnerships across the three themes of the strategy: reducing demand, restricting support, and recovery.

6.3.2 The proposed strategy has been written in line with robust national and local

evidence. It reflects current evidence bases, issues and concerns among professionals working with individuals using or misusing over the counter, prescribed, or illegal, drugs, and proposes a pragmatic and compassionate response.

- 6.3.3 Drug use and its impact are often featured in both national and local media, requiring services and commissioners to respond to requests for information and effectively communicate Sheffield's approach through short statements: the strategy captures the whole city approach.
- 6.3.4 There is no direct/additional financial commitment required to implement this strategy, though there are aspirational actions included which may, at some point during the implementation process, lead to funding requests/applications or the need for partnership work to seek further funding opportunities.
- 6.3.5 Once the strategy has been to Cabinet it will be implemented by the Sheffield Drug and Alcohol Co-ordination Team (DACT).

6.4 **Alternatives Considered and Rejected**

- 6.4.1 The 'do nothing' option would be to not have a drug strategy in place. However, as referenced in the introduction to the strategy, it is timely to put one in place following the National Strategy published in summer 2017 which was the first one published since 2010. The Sheffield strategy gives an opportunity to capture in one place the achievements of and plans for the city in relation to drug use and gives it cohesion and structure.
- 6.4.2 The plans could have been captured via previous methods such as 'treatment plans' or 'commissioning plans', however, these are too narrow in focus, concentrating on commissioning approaches only, whereas an all ages city strategy captures all strategic direction and approaches and provides a much more holistic and co-ordinated approach.

7. **ADULTS WITH COMPLEX NEEDS**

- 7.1 The Executive Directors, People Services and Place, submitted a joint report describing the aims and objectives of the Adults with Complex Needs project, highlighting the positive outcomes that will be achieved for both adults with complex needs and the wider community if it is successful, describing the financial model and associated medium-term savings, and seeking approval for this project.
- 7.2 **RESOLVED:** That Cabinet:-
 - (a) approves the Complex Needs project, including the proposed method of funding using social investment, and outcomes payments of between £100,000 and £200,000 per annum for five years; total outcomes payments of between £500,000 and £1m;

- (b) approves the City Council taking the role of lead commissioner for the commissioning of this service, on behalf of, and in consultation with, partner organisations and (where necessary) entering into appropriate agreements for this purpose with those organisations;
- (c) delegates authority to the Director of Finance and Commercial Services, in consultation with the Director of Legal and Governance, the Executive Director of People Services, the Executive Director of Place, and the Cabinet Member for Health and Social Care, to approve the Procurement Strategy and Contract Award for the project; and
- (d) delegates further decisions about the implementation of this project (insofar as not delegated under the Leader's Scheme of Delegation) to the Director of Commissioning, Inclusion and Learning, in consultation with the Executive Directors of People Services and Place.

7.3 **Reasons for Decision**

- 7.3.1 The option of creating a new service, funded through a social investment model, is preferred for a number of reasons:

If successful, the service will result in a reduction in behaviour that is disruptive for the community, whilst also support a cohort of complex adults to achieve improved outcomes. These outcomes are:

Adults with Severe and Multiple Disadvantage (SMD):

- An increase in the number of individuals living in safe, secure and appropriate accommodation.
- Reduction in the number of unplanned hospital admissions amongst the identified cohort.
- Reduction in involvement in crime and anti-social behaviour amongst the identified cohort.
- Improvement in wellbeing.

Adults with SMD and a particular alcohol need:

- A reduction in the number of unplanned alcohol-related admissions to the Northern General Hospital amongst the identified cohort.
- A reduction in the number of re-admissions within 30 days amongst the identified cohort.

- 7.3.2 The new service will be established without requiring any immediate disinvestment from current provision (effectively allowing 'double running' for a number of years).
- 7.3.3 If successful, it is expected that this approach will result in a net saving to the public purse of £3m-£3.7m over the lifetime of the project (net of outcomes payments to be made to repay the up-front social investment).

7.4 **Alternatives Considered and Rejected**

- 7.4.1 Social investment is a relatively new tool that is available to local authorities to help fund new services where there is a demonstrable positive impact on outcomes from the intervention. However, it is not a panacea, and for some issues there are better ways of investing in new service models.
- 7.4.2 In this case, the option of delivering this project through a traditional fee for service model, funded up-front through public sector budgets, has been considered. For the SMD cohort, resources have been secured to establish a nine month pilot multi-agency team in order to test out this method of delivery. However, getting this in place has been, and remains, challenging and illustrates the challenge of getting upfront resource, particularly for the medium-term. The agreement with commissioners and providers is that this is only a short term pilot and at the end of the pilot period staff would return to their substantive roles. As this has been achieved by re-allocating current resources, no alternative funding methods have been made available, or have been identified, for the long term funding of a multi-agency team.
- 7.4.3 If no intervention is put in place for this cohort, it's expected that these cohorts will continue to access services in an ad hoc and unplanned way, continue to have poor outcomes, and their support needs will continue to manifest in ways that are disruptive to people around them, such as aggressive or passive street begging, public drinking and associated anti-social behaviour, and use of Spice.

8. **SHEFFIELD TRANSPORT STRATEGY**

- 8.1 The Executive Director, Place submitted a report describing the development of a new Transport Strategy for Sheffield that seeks to improve the quality of life, environment and range of opportunities for the people and businesses of the city. Following initial public consultation on the "Vision", the report seeks approval to the draft full Transport Strategy (attached to the report) as a basis for development of a programme of strategic projects, with further consultation planned to engage people in that developing programme.
- 8.2 **RESOLVED:** That Cabinet endorses the draft Sheffield Transport Strategy and potential early candidates identified for inclusion in a developing long-term programme of strategic projects, with further consultation planned to engage people in that developing programme.
- 8.3 **Reasons for Decision**
- 8.3.1 There is very strong public recognition that "doing nothing" is not an option, and that the adverse impacts of increased congestion have to be addressed. The proposed transport strategy draws on the evidence available to identify key themes and early candidate projects for inclusion in a developing long-term strategic programme (an Action Plan), with further consultation to engage people in that developing programme.

8.3.2 This process will enable the Council to adopt a clear strategic approach to transport for the next 20 years, in close alignment with parallel work on Transport for the North priorities, with Sheffield City Region investment decisions, and with other cross-cutting work on the Sheffield Plan, the City Centre Plan and Housing Plans.

8.4 **Alternatives Considered and Rejected**

8.4.1 One alternative would be to not have a long-term transport strategy. This option would, however, diminish Sheffield City Council's influence on transport in the city, and weaken the support a transport strategy could provide towards the local economy.

8.4.2 Other alternatives could place more emphasis on individual modes of transport. This would increase travel benefits for some but diminish benefits for others, and hence work against the Council's overall desire for fairness, and the strategy for increasing opportunities for everyone. Issues of accessibility, congestion and air quality would be less likely to be addressed. The approach adopted is felt to offer a balanced strategy benefitting the whole community.

9. **ITEMS REFERRED FROM SCRUTINY**

9.1 The Children, Young People and Family Support Scrutiny and Policy Development Committee submitted a report presenting the Scrutiny Committee's findings in relation to children's social care and recommendations to Cabinet.

9.2 **RESOLVED:** That Cabinet:-

- (a) thanks the Children, Young People and Family Support Scrutiny and Policy Development Committee for its work in relation to Children's Social Care in Sheffield;
- (b) notes the Children's Social Care Task Group Report that is attached as Appendix A to the report; and
- (c) agrees that the Cabinet Member for Children & Families provides a response on behalf of Cabinet to the Children, Young People & Family Support Scrutiny Committee on the recommendations in the Task Group's Report at a date to be agreed, but no later than December 2018.

9.3 **Reasons for Decision**

9.3.1 To enable the Scrutiny Committee to monitor the outcome of its recommendations, the Committee would welcome a response from the Cabinet Member for Children & Families with regards to its recommendations.

9.4 **Alternatives Considered and Rejected**

9.4.1 An alternative option in relation to the recommendations would be to do nothing

with the Committee's report. However, given the time and effort spent by the Task Group, and contributions made to the work from a number of Council staff, this is not recommended.

- 9.4.2 An alternative option in relation to the recommendations would be to respond to the Committee's report over a much longer timescale. However, this would risk the recommendations from the report becoming out of date and would effectively have the same effect as doing nothing.

10. RETIREMENT OF STAFF

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

RESOLVED: That this Cabinet :-

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

<u>Name</u>	<u>Post</u>	<u>Years' Service</u>
Julie Clarke	Teaching Assistant, Woolley Wood Primary School	27
Lynn Roberts	Assistant Learning Mentor, Bankwood Community Primary School	21

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

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

11. REVIEW OF YOUNG PEOPLE'S SERVICES

- 11.1 The Executive Director, People Services submitted a report outlining a review of young people's services in Sheffield and highlighting the positive outcomes that need to be achieved for young people in Sheffield if it is to be successful.

- 11.2 **RESOLVED:** That Cabinet approves the undertaking of a review to consider the medium and longer term arrangements for services for vulnerable young people in Sheffield; the review to report back to Cabinet by October 2018 and to consider the integration of a number of specified services for young people in Sheffield, a proposed outcomes focus, and a number of options for possible delivery.

11.3 Reasons for Decision

- 11.3.1 This option of undertaking a review about the medium and long term arrangements for services for young people in Sheffield will allow a holistic

assessment of the needs of young people and the services required to achieve this. Young people need to receive the right support at the right time, to ensure they can go on to have happy, healthy and successful lives:

- It is anticipated that this review will result in significantly more young people in Sheffield achieving positive outcomes. These include:
 - Improvements in wellbeing
 - Reduction in the number of young people involved in crime and anti-social behaviour
 - Reduction in the number of young people who become homeless, and/or experience housing problems
 - Increase in the number of young people who have positive education outcomes, and a reduction in the number of young people who become NEET
- The review will consider bringing together a number of different services, reducing the number of times young people have to tell their story, enabling a more integrated support offer, and achieving economies of scale, so that services can work with more than just those young people living in particularly challenging circumstances.

11.4 **Alternatives Considered and Rejected**

11.4.1 Not applicable – the proposed review will consider the options for young people's services.

12. **PROCUREMENT OF SEXUAL HEALTH SERVICE CONTRACT**

12.1 The Executive Director, People Services and the Director of Public Health submitted a joint report seeking Cabinet approval and authorisation to undertake a procurement exercise for Sexual Health Services for Sheffield.

12.2 **RESOLVED:** That Cabinet:-

- (a) delegates authority to the Director of Finance and Commercial Services, in consultation with the Director of Public Health and the Executive Director of People Services, to procure the provision for Sexual Health Services, including undertaking market testing and determining the final procurement strategy;
- (b) delegates authority to the Director of Public Health and the Executive Director of People Services, in consultation with the Director of Finance and Commercial Services, to award the contracts for Sexual Health Services, in line with the report; and
- (c) delegates authority to the Director of Finance and Commercial Services, in consultation with the Director of Legal and Governance, to take all necessary steps to negotiate and enter into the contracts which will commence on 1st April 2019, in line with the report.

12.3 **Reasons for Decision**

12.3.1 A procurement exercise is recommended to facilitate the level of change and transformation required to secure the intended service model. This option provides an opportunity to design services based on need which are shaped by what matters most to people when using sexual health services.

Intended outcomes include:

1. Increased access to sexual health services through mobilisation of a citywide model
2. Reduction in unwanted pregnancy and unintended teenage conceptions
3. Reduction in prevalence of sexually transmitted infections
4. Reduction in late diagnosis of HIV
5. Improved patient satisfaction and experience
6. Reduction in health inequalities
7. Provision of cost effective and clinically effective service

12.4 **Alternatives Considered and Rejected**

12.4.1 Option to remain with current service model

This option would not ensure value for money nor bring about the level and pace of change required. Undertaking a procurement exercise for sexual health services is considered to be the fairest and most transparent option for SCC to achieve the intended service model at this stage given the extent of re-design and reshaping of existing services.

13. **REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2018/19 MONTH 2**

13.1 The Executive Director, Resources submitted a report providing the Month 2 monitoring statement on the City Council's Revenue and Capital Budget for 2018/19.

11.2 **RESOLVED:** That Cabinet:-

- (a) notes the updated information and management actions provided by the report and attached appendices on the 2018/19 Revenue Budget Outturn; and
- (b) in relation to the Capital Programme, notes the forecast Outturn position described in Appendix 6 of the report.

13.3 Reasons for Decision

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

13.4 Alternatives Considered and Rejected

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

14. MONTH 2 CAPITAL APPROVALS

14.1 The Executive Director, Resources submitted a report providing details of proposed changes to the Capital Programme as brought forward in Month 02 2018/19.

14.2 **RESOLVED:** That Cabinet approves the proposed additions and variations to the Capital Programme listed in Appendix 1 of the report, including the procurement strategies and delegates authority to the Director of Finance and Commercial Services or nominated Officer, as appropriate, to award the necessary contracts.

14.3 Reasons for Decision

14.3.1 The proposed changes to the Capital Programme will improve the services to the people of Sheffield.

14.3.2 To formally record changes to the Capital Programme and gain Member approval for changes in line with Financial Regulations and to reset the Capital Programme in line with latest information.

14.3.3 Obtain the relevant delegations to allow projects to proceed.

14.4 Alternatives Considered and Rejected

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

15. DECISION BY CABINET AS TRUSTEES OF THE ENDCLIFFE PARK CHARITY - CAR PARKING

15.1 The Executive Director, Place submitted a report seeking Charity Trustee approval to implement charges / restrictions for the benefit of park users needing to visit Endcliffe Park by car by installing pay and display machines, signage and remarking the parking bays.

15.2 **RESOLVED:** That Cabinet in their role as the Endcliffe Park Charity Trustees:-

- (a) approves the introduction of the 3 hour car parking restriction, the associated Traffic Regulation Order required to enforce this, and the charging policy outlined in the report, within Endcliffe Park;
- (b) approves the installation of a pay and display machine, signage and the marking out of designated parking bays in the area shown on the plan attached to the report;
- (c) subject to obtaining the approval of the Charity Commission, approves the use of the Council's Parking Services section to manage, monitor and enforce the parking charges and to maintain all signage and equipment and to pay the costs of these goods and services to Parking Services from the Charity account;
- (d) agrees that any net income generated from car parking charges will be reinvested back into the Park for environmental upkeep and improvement for the benefit of its users and with the object of improving the Park; and
- (e) delegates authority to the Director of Legal and Governance to apply to the Charity Commission for an order to authorise payment from the Charity to Parking Services as a "connected person".

15.3 **Reasons for Decision**

15.3.1 Introducing the charges and the restrictions outlined within this report are viewed as being in the best overall interests of the Charity and Park users. The proposal will ensure that more parking is reserved for those wishing to enjoy Endcliffe Park and the porter valley for outdoor recreation.

15.4 **Alternatives Considered and Rejected**

15.4.1 Not implementing this proposal would mean that the car park will continue to be used by commuters. Monitoring shows that commuter car parking can be as high as 70% of weekday use. It would not be practical to close the car park area off without affecting Park users.

15.4.2 Using another provider other than Parking Services to carry out installation and monitoring of the parking service has been considered but discounted. Parking Services, as part of Sheffield City Council, has a best value process in place for the supply, installation and monitoring of equipment in addition to ensuring that Council services obtain best value and no additional fees are added by Parking Services. Therefore the Charity receives the full benefit of this best value exercise. The Charity does not have its own employees who could carry out this

function. Parking Services has access to contracts that supply pricing for local authorities that is much more competitive than smaller private sector operators due to its size and purchasing power. For example, the pay and display machines and cash collection contracts. These are passed on at cost. Also public sector parking enforcement is better regulated than private enforcement. Private operators can choose whether to sign up to a code of practice from an industry body, where local authority enforcement is regulated by legislation, and local authorities have to be regulated by an independent body, PATROL. This ensures the Charity provide a fair, consistent enforcement process.

16. DELIVERY OF SPORTS HALL PROVISION FOR THE OASIS ACADEMY

16.1 The Executive Director, Resources submitted a report seeking approval by the City Council to the proposed solution to provide the Oasis Academy at the Olympic Legacy Park (OLP) with an indoor sports facility.

16.2 Prior to consideration of the appendix of the report it was:-

RESOLVED: That the public and press be excluded from the meeting before discussion takes place on the appendix to the report on this item on the grounds that, if the public and press were present during the transaction of such business, there would be a disclosure to them of exempt information as described in paragraph 3 of Schedule 12A to the Local Government Act 1972, as amended.

16.3 **RESOLVED:** That Cabinet:-

- (a) approves the selection of Sheffield City Trust (SCT) as preferred provider of the indoor sports provision for the Oasis Academy, through an expansion of the English Institute of Sport (EISS) facility;
- (b) notes that approval will be sought through the Council Capital Approval process for the requisite funding from the Schools Capital allocation;
- (c) delegates authority to the Executive Director of Resources, in consultation with the Executive Director of Place and Executive Director of People Services, to agree an appropriate level of grant funding with SCT in line with the figures in the report;
- (d) approves the provision of a loan to SCT to secure the funding of the EISS Expansion in line with the figures in the report;
- (e) delegates authority to the Chief Property Officer, in consultation with the Executive Director of Resources and the Executive Director of Place, to acquire a sub- lease (or other appropriate legal interest) with SCT to secure the continued rights of use of the facility for the Oasis Academy; and
- (f) If within one month of the date of this decision Park Community Arena Ltd. (PCA) have:-

- (i) secured an offer of Finance from the bank;
- (ii) resolved the issue of securing a legal basis for the school free access to the facilities for the full term of the lease;
- (iii) can confirm delivery of the project and school access for September 2019;
- (iv) have agreed a State Aid compliant rate of interest and repayment terms for any loan with the Council; and
- (v) have reprofiled the business plan to take account of the above costs;

delegates authority to the Executive Director, Resources, in consultation with the Cabinet Members for Finance and Culture, Parks and Leisure, to consider re-evaluating the options in the report.

16.4 Reasons for Decision

- 16.4.1 There is a strong financial, social and sporting case for opting for the EISS extension. As detailed in Part 2 of the report, the risk adjusted cost to the Council of providing the necessary school sports facility is £0.7m with the EISS option, compared to £1.7m for Council build option (Option 2) and £2m for the Park Community Arena Ltd (PCA) option.
- 16.4.2 Whilst the Council build option would give the most direct control over the facility it would not provide the aspirational attributes of the EISS expansion.
- 16.4.3 Further, the PCA Option has not been recommended given that, to date, the proposal does not have a confirmed funding solution in place and Cabinet agreed last year that this option be given a deadline to secure funding and that passed many months ago. There is also no agreed legal solution that would secure the Academy access to the sports facility under this option.
- 16.4.4 The EISS option has far more certainty of delivery within the expected timescales and financial envelope as it will not be reliant on an extensive external funding process or securing significant new sources of income. The EISS option is therefore lower risk for the Council in both capital cost, timely delivery and long term sustainability.
- 16.4.5 Expanding the EISS also has strategic fit for the Council with SCT in terms of the additional opportunities it affords the Trust to operate its assets and offering an opportunity to review the Council's strategic partnership with SCT on EISS.
- 16.4.6 It should also be noted that if the EISS option is supported by Cabinet, then the proposed plot for the PCA option on the OLP site could be available for alternative development and therefore provide an additional financial receipt to the Council that allows it to recover the costs incurred in remediating the OLP site. An alternative development on this plot, in addition to the EISS expansion, might also offer a net increase in overall economic and/or social benefits to the

Council.

16.4.7 The Sheffield Sharks Basketball Team currently play their matches at EISS and the Council has asked that talks take place between SCT and the Sharks to prepare for the possible consequences of decisions that arise from this report. Both parties have confirmed that positive discussions are underway and both the Council and SCT recognises the contribution the Sharks make both to the elite game and the development of basketball in the community. Therefore, if Cabinet supports the EISS extension option, then SCT will work with the Sharks both in terms of their match days and explore options for working together on a wider basketball development programme in the City.

16.4.8 For these reasons it is proposed that the EISS expansion option is the preferred delivery route.

16.5 **Alternatives Considered and Rejected**

16.5.1 The Council considered a list of options for the delivery of sports hall capacity for the Oasis Academy:

1. Guaranteed use within the arena proposed to be constructed on the Olympic Legacy Park by Park Community Arena Ltd. (PCA) to house the Sheffield Sharks Basketball team.
2. The Council to build a new stand-alone sports hall to meet the Academy requirements.
3. Incorporate an indoor sports hall within the stadium proposals on the Olympic Legacy Park.
4. Extend the EISS.
5. The Council to build a new indoor arena to accommodate the PCA operations.

16.5.2 Some of the above options were evaluated on the basis of broad desk-top estimates of relative costs without the engagement with the third party delivery party. Others have been evaluated on more comprehensive cost/business plans and associated dialogue.

16.5.3 Option 3 was discounted from further consideration as it was not aligned with the developer's proposals and timescales on the site; option 2 would be costly and fail to meet the aspirations being sought by the Olympic Legacy Park project; and option 5 was rejected because it exceeded the Council's statutory obligations in relation to school provision and placed the Council in a potentially high risk situation.

16.5.4 The Council has further evaluated the remaining two options, including receiving comparable business plans for each. Details are included in Part 2 of the report.



Author/Lead Officer of Report:
Simon Hughes/Principal Committee Secretary

Tel: 27 34014

Report of: *Executive Director, Resources*

Report to: *Cabinet*

Date of Decision: *19th September 2018*

Subject: *Staff Retirements*

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

Purpose of Report:

To report the retirement of the following staff from the Council's Service and to convey the Council's thanks for their work.

Recommendations:

To recommend that Cabinet:-

- (a) place on record its appreciation of the valuable services rendered to the City Council by the above-mentioned members of staff in the Portfolios stated;
- (b) extend to them its best wishes for the future and a long and happy retirement; and
- (c) direct that an appropriate extract of the resolution now made under the Common Seal of the Council be forwarded to those staff above with over 20 years' service.

Background Papers: None

(Insert details of any background papers used in the compilation of the report.)

1. PROPOSAL

- 1.1 To report the retirement of the following staff from the Council's Service and to convey the Council's thanks for their work:-

<u>People Services</u>		<u>Years' Service</u>
Wendy Bramwell	Team Manager, Intermediate Care Assessment Team	29
<u>Place</u>		
Stephen Ash	Assistant Transport Services Manager	32
Karen Barker	Secretary to Senior Management Team	38
Ralph Bennett	Building Control Manager	39
Keith Brookes	Enforcement Officer, Trading Standards	44
Maxine Clark	Neighbourhood Support Officer	20
Richard Coe	Senior Civil and Structural Engineer	44
Andrew Conwill	Planning Officer, Landscapes	43
Janet Curbishley	Senior Business Support Officer	31
Paul Fell	Transport, Traffic and Parking Services Business Manager	39
Gillian French	Technician, Highways Development Control	39
Brendan Gillespie	Enforcement Assistant, Planning	30
Fiona Graham	Team Leader, Estate Management	34
Stephen Guest	Technical Manager, Building Services	39
Sandra Hall	Housing Co-ordinator	35
Richard Harris	Ecology Manager, Parks and Countryside	28
Stevenson Hewitt	Clerk of Works	45
Amanda James	Housing Development Officer	32
John Marshall	Assistant Markets Manager	46

<u>Place</u>		<u>Years' Service</u>
Susan Nadin	Bereavement Services Manager	37
Richard Proctor	Transport Planning Manager	35
Paul Sheen	Cost Manager	32
Victor Slimm	Driver/Plant Operative	40
Maurice Suter	Property Technician, Property Services	30
Susan Walker	Community Arts Officer	30
<u>Resources</u>		
Jon Mordecai	Trade Union Convenor	44



Author/Lead Officer of Report: Janet Sharpe,
Director of Housing and Neighbourhoods Service

Tel: (0114) 2735493

Report of: Executive Director, Place
Report to: Cabinet
Date of Decision: 19 September 2018
Subject: New Homes Delivery Plan, September 2018 -
March 2023

Is this a Key Decision? If Yes, reason Key Decision:-	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
- Expenditure and/or savings over £500,000	<input checked="" type="checkbox"/>	
- Affects 2 or more Wards	<input type="checkbox"/>	
Which Cabinet Member Portfolios does this relate to? Transport & Development Neighbourhoods and Community Safety		
Which Scrutiny and Policy Development Committee does this relate to? Safer and Stronger Communities		
Has an Equality Impact Assessment (EIA) been undertaken?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
If YES, what EIA reference number has it been given?	(260)	
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-		
<p><i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i></p>		

Purpose of Report:

The *New Homes Delivery Plan* sets out the broad principles and proposals for a programme for achieving on average 2,000 new homes per annum in the areas of Sheffield where they are needed over the next five years, and a longer term pipeline to sustain this level of delivery.

The proposed five year programme would implement the priorities of Sheffield City Council's (SCC's) *Housing Strategy 2013-23* relating to new housing provision, in line with the approaches set out in the draft *Homes for All: Housing and Neighbourhood Strategy 2018* which is due to be presented to Cabinet in the autumn.

This New Homes Delivery Plan is being presented to Cabinet ahead of the new Housing and Neighbourhood Strategy to ensure that momentum is not lost on the overall housing delivery which is currently being achieved in Sheffield, particularly where approved and proposed Council investment programmes will continue to deliver and influence the delivery of much needed new homes in the city.

The *New Homes Delivery Plan* sets out the reasons why a new housing delivery plan is needed; the local housing vision, including what new housing needs to be delivered in the city and where; the approaches that could be taken to deliver the programme; the case for intervention; the level of funding that would be required to deliver the programme in full, and the income it could generate; how success for the programme would be measured; key risks to successfully delivering the programme and actions to mitigate them; and the governance arrangements that would be put in place.

Meaningful affordability is at the heart of this plan. 725 new affordable homes are now required each year. This is a substantial increase from recent levels of affordable home delivery.

Recommendations:

That Cabinet:

1. Notes the contents of the *New Homes Delivery Plan September 2018 – March 2023* attached as an appendix to this report and approves the proposals for a five year programme that will contribute to achieving on average 2,000 new homes per annum in the city.
2. Notes that the implementation of any of the actions or interventions described in the *New Homes Delivery Plan September 2018 – March 2023* may be subject to further decision making in accordance with the Leader's Scheme of Delegation.
3. Authorises the Chief Property Officer, in consultation with the Director of Housing and Neighbourhood Services, to negotiate and agree terms for the acquisition of up to 16 properties for the purpose of shared ownership as described in the report and to instruct the Director of Legal and Governance Services to complete the necessary legal documentation.
4. In respect of the building and acquisition of Council Housing:
 - (a) Notes that further reports and updates on this matter will be submitted to

- the Cabinet Members for Development and Transport and Neighbourhoods and Community Safety via the Place Growth Board, as outlined in Section 7.
- (b) Rescinds its decision of March 2014 insofar as it relates to the authorisation of officers;
 - (c) Authorises the Director of Housing and Neighbourhood Services in consultation with the Cabinet Member for Neighbourhoods and Community Safety to identify properties for acquisition for council housing;
 - (d) Authorises the Director of Housing and Neighbourhood Services in consultation with the Cabinet Members for Neighbourhoods and Community Safety and Transport and Development to identify sites held by the Council for the purposes of Part II of the Housing Act 1985 for new build Council Housing and specify the type and size of homes required;
 - (e) Authorises the Director of Housing and Neighbourhood Services in consultation with the Director of Finance and Commercial Services and the Cabinet Member for Neighbourhoods and Community Safety to set such charges for the tenancy of each dwelling acquired or built under this programme as she deems reasonable.
5. Requests the Director of Housing and Neighbourhood Services in consultation with the Cabinet Member for Transport and Development to present a further report later in Autumn 2018 setting out proposals for a new Affordable Housing Policy, Standards and Programme.

Background Papers:

New Homes Delivery Plan, September 2018-March 2023

Lead Officer to complete:-	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: <i>Jane Wilby</i>
	Legal: <i>Andrea Simpson</i>
	Equalities: <i>Louise Nunn</i>
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	EMT member who approved submission: Laraine Manley
3	Cabinet Member consulted: Jack Scott
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for

submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
Lead Officer Name: Janet Sharpe	Job Title: Director of Housing and Neighbourhoods Service
Date:	

1. PROPOSAL

- 1.01 The *New Homes Delivery Plan* sets out the broad principles and outline proposals for a five year rolling programme (to be annually reviewed and updated) to implement the priorities of the SCC Housing Strategy 2013 – 2023, approved by Cabinet in February 2013, and *Homes for All: Housing and Neighbourhoods Strategy 2018* (due to be presented to Cabinet in the autumn), relating to new housing provision.
- 1.02 *Homes for All: Housing Neighbourhoods Strategy 2018* will set out an ambition to support the building of over 2,000 new homes, including 725 new affordable homes, a year over the next five years. The proposed target figure of 2,000 new homes per year will change as further local proposals are developed and approved.
- 1.03 The proposed programme would support the delivery of a mix of housing types and tenures by the private and public sectors, including direct delivery of homes by SCC.

The Delivery Plan describes how SCC could:

- Influence the number, types and tenure of homes delivered in the city to achieve a balanced housing market to support wider economic and growth aspirations, and to create a more balanced housing offer that better meets local housing need.
 - Make use of appropriate brownfield opportunities and focus on sites in the priority locations described in the *Housing and Neighbourhoods Strategy 2018*.
 - Focus activity, expertise and increased SCC intervention in the market to guide the desired build programme.
 - Ensure the maximum planning gain from any development to support the affordable and social housing programme.
- 1.04 A New Homes Delivery Plan is needed to ensure that the current delivery rate is maintained and to identify the necessary steps to significantly increase the average annual delivery of homes since 2005, which has averaged 1,400. It is also needed to enable widening of the narrow range of homes and tenures currently being delivered by house builders in the private sector, the majority of which are apartments or student accommodation and which do not adequately meet the housing needs of many current and future households in Sheffield.
- 1.05 The Delivery Plan sets out *Principles of Intervention* to guide the Council's interventions to influence the development of new housing, to help ensure a strategic approach is adopted that makes best use of scarce resources and maximise planning gain on every development site in the city.
- 1.06 The number of new homes expected to be delivered without Council intervention over the Delivery Plan's five year lifetime is estimated to be 8,494 new homes, which is significantly below the number of new homes that need to be delivered during this period. With the interventions proposed in the Delivery Plan, it is estimated that a total of 10,428 homes could be delivered over the same five year period (1,934 net additional), which would meet Sheffield's identified and required housing delivery target

for this period.

- 1.07 The New Homes Delivery Plan does not supersede the principles for Building and Acquiring New Council Housing approved by Cabinet in February 2014. The delegations made by Cabinet at that meeting, however, reflect the Council's management structure relating to Council housing and property functions at that time. Subsequent restructures mean that those delegations are confusing or obsolete and this report makes recommendations in respect of new Council housing to update and replace them.
- 1.08 To facilitate the delivery of affordable housing it is proposed that a further report be presented to Cabinet later in Autumn 2018 setting out proposals for a new Affordable Housing Policy, Standards and Programme.
- 1.09 The Housing Delivery Activity Table at Appendix B of the Delivery Plan under "Affordable Housing" includes the proposal that the Council will "develop a Council shared ownership model to retain Council equity in property to meet housing need and maximise the number of affordable homes delivered using council resources". A report will be presented to Cabinet no later than January 2019, outlining the options for the Council delivering shared ownership properties. The report will explain how shared ownership works: the landlord sells a share in the property to the buyer and retains the remaining equity; the buyer holds the property under a lease, has responsibility for repairs and maintenance, pays a rent for the landlord's share and has the option, but is not obliged, to buy further equity up to the full 100% by "stair-casing". The report will also include such matters as selection of prospective purchasers, basic lease provisions, rent and leasehold management.
- 1.10 Ahead of that report there may be an opportunity to acquire properties for shared ownership from a private sector developer in a new housing development. These homes would be acquired below the open market value, and therefore represent good value for money to the Council. Acquisition would be funded through the Housing Revenue Account and other RTB receipts. In February 2014 Cabinet approved a programme of acquisition and new build to renew the Council's housing stock but this programme was limited to social rented properties. This report therefore seeks authority for the acquisition of up to 16 properties for shared ownership.
- 1.11 Any homes acquired under this authority will be secured for use for shared ownership, not any other form of affordable tenure, but how this tenure is to be delivered will be the subject of a later executive decision following the Cabinet decision on proposals for a Council shared ownership model.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 **An in touch organisation:** The scale and types of homes needed by local people have been identified through extensive consultation with Sheffield households as part of the Sheffield Strategic Housing Market Assessment. The proposals set out in the Delivery Plan will help to enable them to be delivered over the next five years.

- 2.2 **Strong economy:** Good quality and affordable housing plays a vital role in the city's economy. It enhances Sheffield's competitiveness by attracting and retaining businesses and their workforce. The proposed programme would also support vital construction jobs by delivering more than 2,000 homes over five years which would be unlikely to be delivered without the proposed interventions.
- 2.3 **Thriving neighbourhoods and communities:** The proposals set out in the Delivery Plan would help to ensure the new housing delivered in Sheffield's neighbourhoods includes the correct types and tenures to provide a wider choice of housing for local people. It would support the development of mixed tenure, balanced communities to enable households to remain living or to move into their neighbourhood of choice.
- 2.4 **Better health and wellbeing:** The proposals would contribute to improved health and wellbeing by supporting households to move into homes that better meets their needs, such as: more homes in all tenures for older households looking to downsize, to enable independent living and promote active ageing; more family housing to reduce overcrowding, which has been shown to have a negative impact on family relationships, sleep, depression, stress, anxiety and educational outcomes; and more specialist homes to enable more people with a range of physical and mental disabilities and impairments to live in a safe and suitable environment that will support their physical and mental wellbeing.
- 2.5 **Tackling inequalities:** The proposals would enable a more diverse supply of housing to help people meet their economic and physical needs. Unaffordability is a significant barrier to the creation of a fairer and more equitable city. Tackling this in the manner and scale proposed will result in a less fractured housing market and enable more people to live in homes that suit their needs and aspirations.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 This report was informed by two key source of information which involved consultation with the public and developers:
- *Sheffield Strategic Housing Market Assessment 2013*, which was based on survey evidence from 3,363 households and extensive consultation undertaken with internal and external partners to identify the priority issues for the Housing Strategy 2013-23. This consultation ran between March 2010 and May 2012 and included surveys (online and face to face), workshops and attendance at ward. Although this consultation was carried out over five years ago it is felt still to be relevant; however, we are committed to carry out further consultation in the first two years of the plan and further consultation throughout the life of the plan.
 - *Sheffield Strategic Housing Land Availability Assessment*, which is informed by annual discussions with housing developers currently delivering, or with plans to deliver, new homes in the city.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

4.1.1 The proposals in the Delivery Plan would have a positive impact on housing choices for many groups with protected characteristics, as outlined in EIA 260. It would help to provide a greater choice of affordable, accessible and age-friendly housing for Sheffield's residents, and help some of the city's most vulnerable residents to access and maintain independent lives in safe, warm and quality homes.

4.2 Financial and Commercial Implications

4.2.1 To address the shortfalls in housing types, achieve the increased rates of housing delivery and fully realise the benefits of increased income, there would be a requirement for an additional investment of £25,265,000 over the Delivery Plan period (2018 – 2023). A breakdown of how this funding would be invested is shown in the 'Funding and income' section of the appended Delivery Plan. A high level summary of the programme's income and expenditure is shown below:

			HGDT ¹ Spend £000	Estimated Income £000				
	No. of Sites	No. of homes		NHB	Council Tax	CIL	Capital Receipts	Income Total
Without Intervention	103	8494	£1,193	£30,072	£41,269	£34,793	£18,300	£124,434
With Intervention	122	10428	£26,458	£33,925	£45,977	£38,259	£31,855	£150,016
Net Additional Impact of Interventions	19	1934	£25,265	£3,853	£4,708	£3,466	£13,555	£25,582

4.2.2 Funding of up to £25M from the Growth Investment Fund has been agreed in principle by the Strategic Capital Group and in line with Council's procedures. This includes the £9M of funding for "Acquisition for Brownfield sites for Housing Development", which was approved by Cabinet in March 2018.

4.2.3 The above table outlines the indicative expenditure and income generated for the Council by the current programmes (without intervention) and the total indicative expenditure and income as a result of the interventions outlined in the New Homes Delivery Plan. The net additional income generated as a result of this investment is estimated to be £25,582,000. The actual amount of income generated will be subject to housing market conditions over the period and annual updates will be provided to Cabinet on these figures and future forecasts. The sources of incomes accounting for this income generation are:

- New Homes Bonus: income receivable from Government on a 4 year rolling basis, payment based on the net number of new homes built and empty homes brought

¹

back into use.

- Council Tax generated and collected.
- Community Infrastructure Levy generated via the implementation of planning consents
- Land receipts paid to the Council for the sale of land/property.

4.2.4 Income generated by the programme will go into the Council's Growth Investment Fund, which is established on the basis on an 'evergreen' fund whereby the net returns from projects (including New Homes Bonus and capital receipts from property sales) are reinvested into future projects which in turn generate new returns. A proportion of the fund is set aside for 'enabling' projects to support physical infrastructure schemes which generate no immediate return but create a setting for investment and support the Council's corporate capital programme to bring forward some of the Council's other strategic projects. The proposed programme provides greater certainty of future income to underpin the Council's medium term financial strategy.

4.2.5 The implementation of any of the proposals arising from implementation of the Delivery Plan may be subject to further decision making in accordance with the Leader's Scheme of Delegation, and the specific financial and commercial implications will be considered fully at that time.

4.2.6 It is proposed to use a combination of Housing Revenue Account resources and Right to Buy receipts as match funding to acquire the shared ownership properties. There is sufficient capacity to accommodate the acquisition costs from the HRA budget and Right to Buy receipts to provide the necessary match funding. This investment in the shared ownership properties will generate future capital receipts and rental income.

4.3 Legal Implications

4.3.1 The Council has powers of acquisition of land and housing for the purposes of Part II of the Housing Act 1985 under section 17 of that Act. Section 18 provides that where houses are so acquired the Council must secure that they are used as housing accommodation as soon as practicable after acquisition. By virtue of section 9 of the Act the power to provide housing accommodation for the purposes of Part II may be exercised by disposing of houses so provided, for example for use for shared ownership. Dwellings and land held for Part II of the Act are accounted for within the Housing Revenue Account by virtue of Part VI of the Local Government and Housing Act 1989.

4.3.2 While the Council has powers to carry out any of the interventions identified in the Delivery Plan there are no other direct legal implications arising from this report. The implementation of any of the proposals arising from implementation of the Delivery Plan may be subject to further decision making in accordance with the Leader's Scheme of Delegation, and the legal implications will be considered fully at that time.

4.4 HR Implications

4.4.1 In order to implement the Delivery, there is a need for a dedicated Housing Growth Delivery Team over the next 5 years. The structure of this team, and the posts within it, will comprise a range of specialised skill sets including affordable housing expertise, programme management, project commissioning and project management. The cost of the team forms part of the investment identified at Section 4.2 of this report. The team make-up will be carefully monitored and amended in line with the nature and number of projects that come forward (the detail of annual costs is within the delivery plan) to ensure maximum effectiveness and efficiency.

4.5 Other Implications

4.5.1 Section 6 of the appended Delivery Plan identifies the key risks which pose a threat to successfully implementing the programme, and activity that is proposed to mitigate these risks. They encompass:

- Infrastructure required to unlock sites
- Site viability
- Brexit and housing market economy changes
- Private sector delivery

5. **ALTERNATIVE OPTIONS CONSIDERED**

5.1 The main alternative considered was to not develop the Delivery Plan. This was rejected because:

- Without interventions the delivery of housing by the private and public sectors is forecast to fall significantly short of the scale of delivery needed in the city.
- Without interventions the narrow types and tenures of housing currently being delivered by the private sector are expected to remain and continue to fail to meet the housing needs of current and future households in Sheffield.
- The potential impacts of Brexit and the political uncertainty in the run up to 2019 are likely to negatively impact house building activity, and make it difficult to maintain current delivery levels.
- Fragmented land use patterns make it difficult to deliver a co-ordinated package of infrastructure solutions necessary to support new communities. The strategic acquisition of land as one of the programme interventions being proposed will help to address this issue.
- The lack of resources to co-ordinate proposals and the lack of strategic funding means that future infrastructure solutions could continue to be delivered in isolation and infrastructure solutions fail to impact positively. The delivery of physical infrastructure solutions as one of the programme interventions being proposed will help to address this issue and enable, unlock or accelerate housing delivery.

6. **REASONS FOR RECOMMENDATIONS**

6.1 With further investment it is anticipated that the following outcomes could be achieved (subject to project / programme specific approvals). The Council can undertake a number of interventions as outlined in the New Homes Delivery Plan, to enable or accelerate approximately 2,000 new homes in the next 5 years. For example:

- The Council will build 600 more affordable new homes, through the HRA New Build Programme.
- A further 11 Council owned sites could be marketed sooner, accelerating over 400 new homes in the next 5 years and 1000 new homes across all tenures, through the Council's disposal programme over 10 years.
- Sheffield Housing Company could deliver over 350 new homes.
- Strategic acquisitions will commence on a rolling programme in the city centre housing zone, to unlock sites with the potential for 500 homes in the next 5 years.
- Provide the opportunity to work in partnership with Rotherham to develop the pipeline for the Sheffield/ Rotherham corridor which could achieve over 18,000 homes over the next 20-30 years.
- The pace of new build will be a combination of directly working with the private sector and making it easier for the private sector to get on and deliver new homes.
- The proposed investment is estimated to generate the equivalent amount of increased income to the Council.
- A greater supply and variety of houses to help balance the citywide shortfalls.
- With a dedicated Housing Growth Delivery Team there will be opportunities to enable and accelerate housing growth through the private sector, by promoting site opportunities, problem solving on stuck schemes and promoting the city as a place for housing investment.

Appendix A – Delivery Plan

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New Homes Delivery Plan

September 2018 – March 2023

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Delivery Plan Introduction and Context

The Council has a vision for Sheffield to be the fairest city in the UK. Building the right homes and fixing our broken housing market is a key element of achieving that vision. Sheffield is a successful, prosperous and growing city with a growing demand for housing. These homes matter to us and we are producing a new 'Homes for All' Housing and Neighbourhoods Strategy in the autumn setting out the Council's ambition for homes in the city to support strong neighbourhoods and to help people to feel safe, warm and well and, address the inequality divide.

Our ambition is to use new housing to reduce inequality in Sheffield and provide more choice of good quality and affordable homes for all lifestyles who live in the city now, as well as people who wish to come and work in Sheffield in the future.

Collectively the Council, public and private sector are presently building around 2,500 new homes each year. However, many of these are flats and homes for young people and young professionals so it is not addressing the need for new family homes in the city's existing neighbourhoods. The city also has a significant shortage of quality homes for older people and specialist accommodation for our vulnerable people and in many areas and it is becoming increasingly difficult to find the right type of accommodation in the areas where it is needed. The Council is committed to making sure that no one in the city should be living in a home that damages their health, residents feel safe and homes are affordable, so it is important that we use developable land in the city that is allocated for housing to address these shortfalls.

This New Homes Delivery Plan is the pre-cursor to presenting the new Homes for All Housing and Neighbourhood Strategy in the autumn. The delivery plan aims to maintain the current level of homes being built through direct intervention and by enabling the public and private sector to deliver the homes we need. This will continue to support the Council's intention to prioritise brownfield land to ensure that land that is allocated for housing is built out, particularly where land has been unused for many years. It sets out a programme for achieving over 2,000 new homes per annum ensuring momentum is maintained on a number of approved housing delivery programmes over the next 5 years and as part of a longer term pipeline.

We will as part of this overall approach be developing a clear neighbourhood engagement plan to ensure that we are listening to the views of tenants and residents living in our neighbourhoods when catering for new homes and to ensure they are located in areas that will improve the quality of neighbourhoods and make them great places to live and work in.

To sustain this level of delivery, the Council will continue to seek opportunities to work in partnership with the private sector to deliver the numbers required. We also believe that a range of homes like this supports the city's economy by helping people into work especially those furthest away from the labour market, attracting and retaining businesses and their workforce. A good range of homes helps more people to share in the city's growing economy.

The Council is in the process of developing its overarching strategic approach to create sustainable homes and neighbourhoods, and there will be a suite of documents to support this - the Economic Strategy, Transport Vision, City Centre Plan, Green City Strategy, a new Local Plan and a Housing and Neighbourhoods Strategy that will also provide the strategic direction required for the city in the future.

The Council has set out in this plan the commitment to support the building of over 2,000 new homes, including 725 new affordable homes a year for the next 5 years. We expect all new developments to contain a reasonable level of affordable housing, unless there are exceptional circumstances preventing this. The New Homes Delivery Plan aims to deliver a range of affordable housing solutions in all parts of the City. In large parts of Sheffield private developers will be expected to contribute towards meeting this need by on-site provision or through financial contributions for building affordable homes on other sites. The Council itself will have a key role in building affordable and specialist homes in all parts of the city, and we will work in partnership with developers to look for opportunities to provide affordable housing on all sites. Delivering new homes boosts our opportunities to deliver affordable homes.

This New Homes Delivery Plan will also help us to be clear with Government on the city's strategic priorities and seek to access external funding that supports the city plans and the outcomes that we want to deliver.

The Government has revised National Planning Policy Framework that includes a Housing Delivery Test, to be introduced in November 2018. This test will assess delivery over the previous 3 years and, where delivery has fallen below 95% of the local planning authority's housing requirement over that period, the authority should prepare an action plan in line with national planning guidance. The action plan should assess the causes of under-delivery and identify actions to increase delivery in future years. Our provisional assessment is that delivery in Sheffield over the period 2015-18 is likely to be 85-88% of the housing requirement. The Sheffield Housing Delivery Plan is therefore the City Council's response to the Government's imminent requirement to produce an action plan.

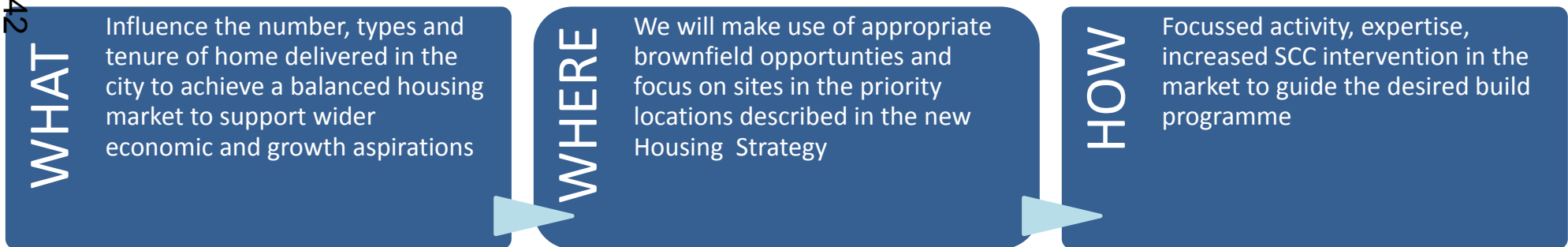
To deliver the scale and types of homes needed we will:

- Identify the correct balance, quality and type of homes that will create successful and healthy communities across the city
- Be clear on our priority housing locations; City Centre and Housing Zone, Upper and Lower Don Valley and the South East
- Create a balanced city centre housing offer promoting mixed communities in some city centre neighbourhoods
- Deliver new affordable homes, both for rent and ownership
- Support citywide housing delivery programmes such as the Sheffield Housing Company and Council Stock Increase Programme
- Make greater use of Council owned land and assets through disposal and acquisition
- Work closely with Sheffield house builders and investors to provide a range of quality homes to support mixed tenure neighbourhoods and create new neighbourhoods

- Cater for the following identified gaps in provision:
 - homes in all tenures for people wanting to downsize
 - homes for sale in the mid-market and above for couples and families wishing to progress through the market
 - a range of affordable homes for sale and rent
 - homes for older people and families in some city centre neighbourhoods
 - specialist homes for older people and people with learning disabilities in all tenures

We want to work with partners in both the private and public sectors to increase house building across the city. This is because our homes matter to us. They are the foundations of strong communities and, at a very basic level, they are a major factor in deciding whether we feel safe, warm and cared for. We want a more inclusive and successful city, so we need an affordable choice of good quality homes for all. We will use new housing to reduce inequality in Sheffield, not make it worse.

The key to delivering the actions above will be collaborative working between the Council, its partners and the Private Sector alongside better integration and commissioning. The Council will be proactive in providing support and intervening as required to make sure that the programme for housing delivery is balanced across the city. This delivery plan underpins the strategy, and clearly sets out the:



1. Why we need a new housing delivery plan

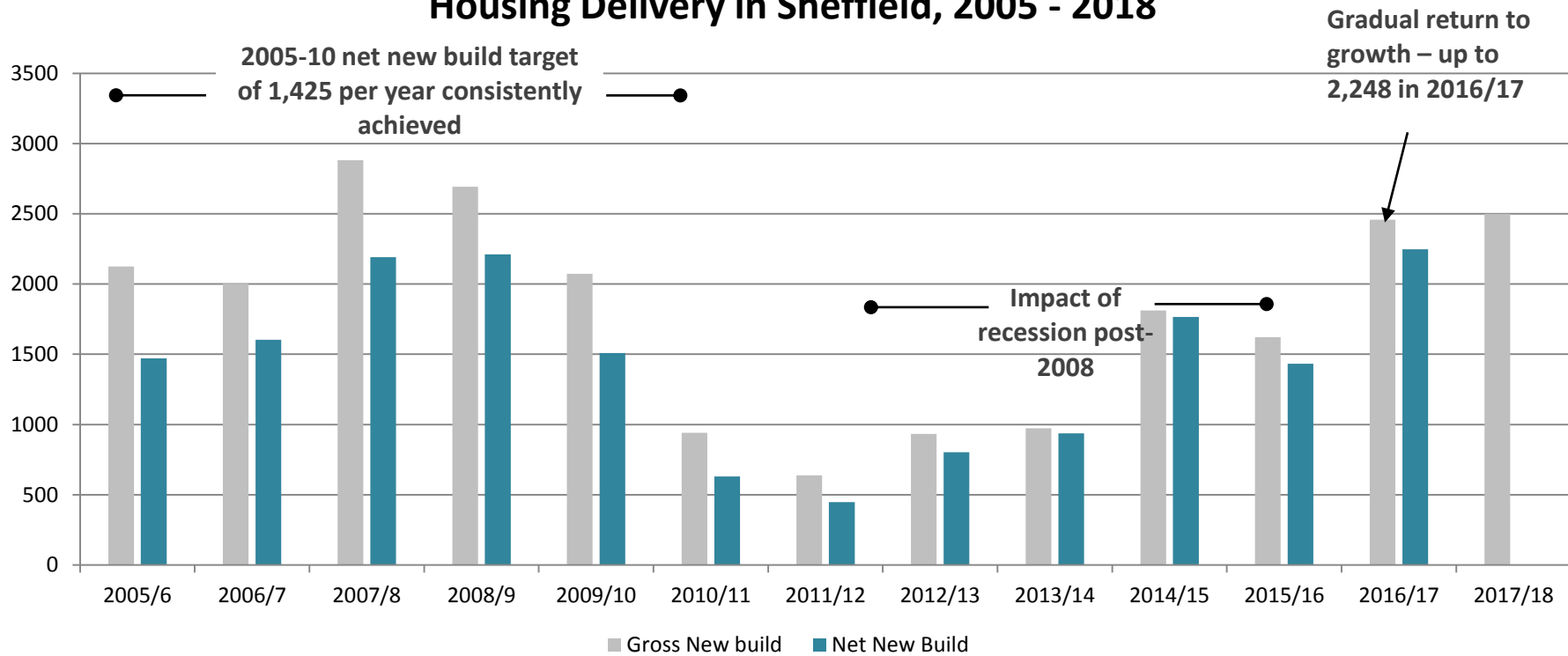
1. The number of homes required vs The number of homes being delivered

The Sheffield Local Plan (pending adoption) is likely to set out a net new build housing target of between 1,975 and 2,425, including 725 new affordable homes, a year (Target range set in the Strategic Housing Market Assessment 2013). We are therefore planning for a figure above 2,000 new homes per year but acknowledge that Sheffield's housing target will change as the Local Plan is developed, examined and adopted.

In order to hit targets we need to maintain the current delivery numbers, a significant increase on the previous levels of delivery. In summary:

- Local Plan (pending) – Target for 2018 onwards = 2000+ homes per annum
- Actual Delivery 2005 – 2017 = Average (net) = 1,437 homes per annum
- Actual Delivery 2016 / 17 = 2,248 homes
- Forecast / estimated 2017 / 18 = 2, 200 homes

Housing Delivery in Sheffield, 2005 - 2018



2. The type, balance, quality and tenure mix of homes being built

House builders in the private sector are currently providing a too narrow range of house types and tenures.

Over the last five years there has been an average of 1560 (gross) new homes completed per year – the majority of which, 64%, were apartments or student accommodation (50% apartments and 14% student accommodation) and 36% of completions were houses. The Council will work with both Universities to develop a new Student Accommodation Strategy to shape this area of activity.

¹ Gross Housing Completion figures for 2017/18 are estimated as the actual figure is still being calculated at the time of writing

Of the homes delivered, 19% (or 302 per year) were affordable homes, including those secured through s106 affordable housing agreements, which is significantly short of the city's 725 per year affordable housing target.

Our evidence tells us that this delivery profile is not adequately meeting housing demand from families, older households and households needing specialist accommodation. This delivery plan will address the delivery numbers, tenure and the type of home.

2. Local Housing Vision – What we need to deliver and where

This Delivery Plan is not just about building more homes; it is about building the right mix and balance of homes in the right places and building successful and healthy communities. Through this delivery plan we aim to shape neighbourhoods and to create a more balanced housing offer that better meets local housing need. Our intention is where possible to create more neighbourhoods where the additional homes support good health and reduce inequality. We also intend for the additional homes to provide more choice to enable people to upsize and downsize their homes locally, as their needs change.

The city has 13 distinct Housing Markets Areas (HMA's), each one having its own housing offer. These are shown in the map below.

The Council has a robust set of data that is used to review the existing housing offer in each market area and has identified local housing shortfalls along with issues and challenges for housing delivery. This information will be used to guide the approach taken by the Council to deliver more new homes. The 13 HMAs provide an overview of the housing offer in these areas. Site specific developments and negotiations will be undertaken in line with a more detailed knowledge of the conditions in that specific area.



- Housing Market Areas
- City Boundary

Scale: 1:130,364

Sheffield City Council
Housing Strategy and Policy

3. Delivery Approach – How we will deliver

Over recent years the Sheffield housing market has delivered sizeable amounts of student accommodation in the city centre. The Council's ambition is to increase the levels of family type houses, general needs apartments and apartments aimed at families and older generations.

How we deliver through strategic Council intervention can provide mechanisms to guide the market to a different outcome.

The Council can drive and influence the timing and supply of new homes in the city in a number of ways:

1. By how it grants planning permission to private house builders
2. By supporting sites that have become stuck in the development process
3. By how it supports private house builders who have planning permission, but where delivery has stalled
4. Through its involvement with the Sheffield Housing Company to deliver homes at pace in specific areas
5. By how it develops its own land to build council housing through the HRA Stock Increase programme
6. By supporting landowners and developers with planning and infrastructure to free-up stuck sites
7. By investing in wider infrastructure to unlock sites and make developments more viable / attractive to the market

In support of the themes above, a detailed operational plan for 2018 – 2023 sets out a range of actions linked to key outcomes and resources that underpin how we will deliver. Details of this can be found in [Appendix A](#).

Principles of Intervention - The Council's interventions will be guided by the following principles.

The council will intervene where:

1 SCC wishes to influence development to create a coherent place and community	2 The private sector is not meeting local housing demand or need	3 The market is unwilling or unable to deliver (site needs planning permission, has not started or has stalled)	4 The market will deliver but a higher quality scheme could be established through land assembly, which can't be achieved through the private sector	5 It will accelerate delivery on or release new brownfield sites	6 Statutory powers are required to unblock sites in the private sector (CPO or statutory action)
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In order to meet the targets set for numbers and locations, the Council must:

- Increase its resource capacity to provide an efficient and effective housing delivery role,
- Develop a deliverable site pipeline to sustain the number of homes built per year and diversify the range of new homes,
- Stimulate private sector and Council activity on residential sites to build new homes provide a balance of good quality house types and tenures that address local housing need
- Increase the capacity of the affordable housing programme and stimulate the private sector to provide more affordable homes for sale and rent
- Establish long term investment programmes to develop brownfield land in priority housing areas
- Consider alternative delivery models for affordable housing

The Council has a number of approved or proposed interventions including;

- HRA funded stock increase programme (for the provision of new homes for rent, older persons and specialist housing and shared ownership)
- Stuck sites programme
- Sheffield Housing Company
- Disposals Programme
- Bids to the Housing Infrastructure Fund
- Bids to the City Region
- Bids for government grant funding such as the Shared Ownership and Affordable Homes Programme
- Bids for estates regeneration funding to the Ministry of Housing, Communities and Local Government

4. The case for Intervention

Current housing delivery estimates

Our future housing delivery estimate is informed by the Strategic Housing Land Availability Assessment (SHLAA).

This is the information source of all the possible land that could be used for housing development across the city. The Council's current formal five-year housing supply was published in the 2017 Interim Position Paper that is available at <https://www.sheffield.gov.uk/content/sheffield/home/planning-development/housing-land-sites.html>.

To establish a firmer picture of housing delivery over the next 5 years we have applied a risk based assessment of sites within the SHLAA taking into account the following;

- Current planning permission status
- Average build rates for developers
- Current site occupation and need for intervention
- Site location and the concentration of sites
- Existing site intelligence
- Level of site assembly / infrastructure work required prior to build commencing
- Current economic climate

We acknowledge that the rate of delivery cannot be forecast with absolute certainty as the demand for housing and the capacity of developers to deliver housing will fluctuate. However, the risk based assessment provides the best possible estimate at this point in time and forms the baseline delivery figures (below table) for housing delivery **without Council intervention**.

Work Stream	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	5 Year Total	Years 6-10 23/24 - 27/28	10 Year Total
Private Land								
Planning - Full Permission Not Started	196	316	283	46	46	887	1,381	2,268
Planning - Full Permission Required	6	72	685	173	254	1,190	7,857	9,047
Private Construction Suspended	108	0	14	0	36	158	298	456
Private In Delivery	1,415	351	305	115	103	2,289	312	2,601
Property - Disposals/Acquisitions	0	0	0	0	0	0	294	294
Public Land								
HRA Stock Increase Programme ²	0	0	16	80	68	164	237	401
Planning - Full Permission Not Started	30	57	0	0	0	87	14	101
Planning - Full Permission Required	104	134	502	181	365	1,286	2,819	4,105
Property – Disposals	0	0	17	69	75	161	994	1,155
Public In Delivery	44	44	44	43	0	175	0	175
Sheffield Housing Company	331	292	211	127	136	1,097	317	1,414
Grand Total	2,234	1,266	2,077	834	1,083	7,494	14,523	22,017
Windfall Sites	200	200	200	200	200	1,000	1,000	2,000
Grand Total (Including Windfall Sites)	2,434	1,466	2,277	1,034	1,283	8,494	15,523	24,017

Table 1- Risk tested Delivery Pipeline 2018 – 23 (Source: SCC Housing Growth Team)

The current housing delivery estimates shown in Table 1 fall short of the Council's 2000+ per annum target showing that SCC intervention is justified to increase the volume of new homes. In addition, intervention is also needed to increase the number of new houses and apartments for non-student use to redress the imbalance in the types of homes (not just volumes). Key observations from the site review are, that the:

- Pipeline is at risk of fluctuating below the target of 2000 per year, averaging 1400 per year and completions of apartments peak in 2020/21;
- Majority of the new build capacity is in the private sector;
- Sites with planning permission and to commence on site are significant with 42 sites generating a total capacity of 2268 homes;
- Pipeline assumes that full planning permission will be secured for over 13,000 homes; and,

² This only relates to new build Stock Increase Programme activity, it does not include S.106 purchases or Buy Back of former Right to Buys

- Council is bringing forward 1182 new homes itself through land disposals and building its own properties to rent and it is programmed to deliver 1414 through the Sheffield Housing Company.

Proposed delivery estimates with intervention

A number of key interventions have been identified to accelerate housing delivery by both the Council and private sector these include;

- Adopting a strategic approach to priority areas
- Accelerating the Councils New Build Stock Increase Programme
- Investing in site enabling works prior to disposing of sites
- Disposing of viable sites for private sector delivery with planning briefs to influence housing type
- Strategic acquisitions in the city centre to assemble sites
- Accelerating Sheffield Housing Company's Programme
- Deliver physical infrastructure to unlock sites, subject to successful funding bids
- Providing planning advice, guidance and support to help developers / investors through the process
- Consider joint ventures where we want / need to influence the housing offer
- Establish a proactive contact role to liaise with developers/ land owners providing support to unlock development

It is anticipated that by making these interventions housing delivery in the next 5 years can increase by 1934 homes bringing the average per annum over 2000 as shown in the Table 2 below.

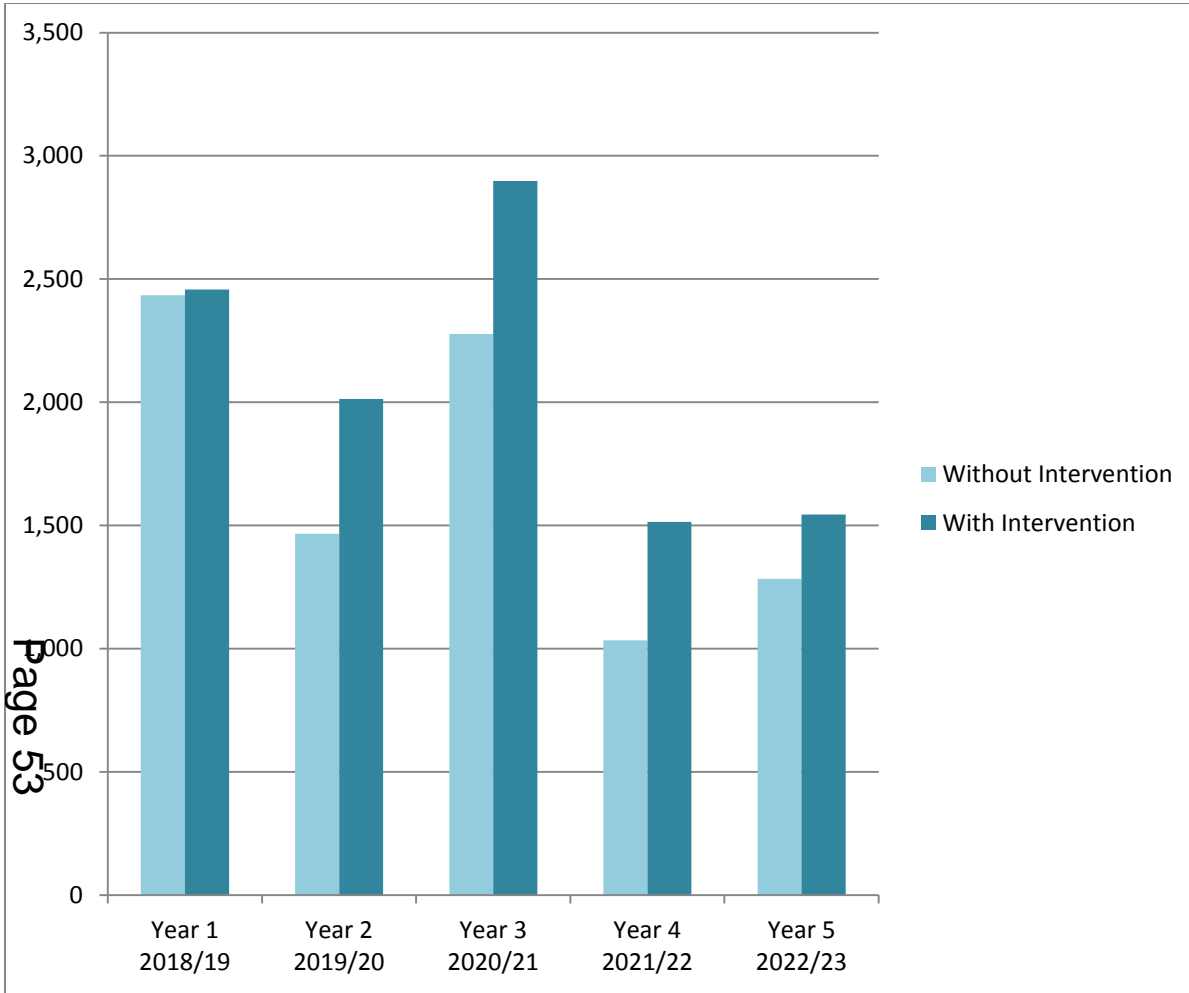
Work Stream	Year 1 2018/19	Year 2 2019/20	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	5 Year Total	Years 6-10 23/24 - 27/28	10 Year Total
Private Land								
Planning - Full Permission Not Started	220	506	318	81	81	1,206	1,062	2,268
Planning - Full Permission Required	6	224	889	249	343	1,711	6,620	8,331
Private Construction Suspended	108	0	14	0	36	158	298	456
Private In Delivery	1,415	351	305	115	103	2,289	312	2,601
Property - Disposals/Acquisitions	0	0	0	0	0	0	786	786
Public Land								
HRA Stock Increase Programme ³	0	191	194	165	228	778	271	1,049
Planning - Full Permission Not Started	30	57	0	0	0	87	14	101
Planning - Full Permission Required	104	134	676	299	104	1,317	1,038	2,355
Property - Disposals	0	15	47	217	313	592	1,570	2,162
Public In Delivery	44	44	44	43	0	175	0	175
Sheffield Housing Company	331	292	211	145	136	1,115	652	1,767
Grand Total	2,258	1,814	2,698	1,314	1,344	9,428	12,623	22,051
Windfall Sites	200	200	200	200	200	1,000	1,000	2,000
Grand Total (Including Windfall Sites)	2,458	2,014	2,898	1,514	1,544	10,428	13,623	24,051

Table 2 – Delivery Pipeline with Increased Council Intervention 2018-23 (Source: SCC Housing Growth Team)

It is important to note that these interventions will not only accelerate housing delivery in years 1 to 5 - it will also secure future sites for development into year 6 onwards as the acquisitions and site enabling work streams, in particular, are not expected to deliver units until after year 5. Whilst there is less certainty in the figures for year 6 onwards (reflected in the current conservative estimate), due to the volatility of the market, intervening now will help to create a more sustainable delivery pipeline and it is likely this will lead to increased numbers in years 6 to 10.

This plan will be updated on an annual basis as it is intended to be rolling programme of investment.

³ This only relates to new build Stock Increase Programme activity, it does not include S.106 purchases or Buy Back of former Right to Buys



In order to intervene in the market and achieve the increases in housing delivery illustrated in this chart and the type, tenure and quality of housing required additional resource will be required both in terms of funding and staff time.

Investing resource into housing growth will also ensure that Sheffield can better position itself when trying to secure external funding from the Government and private sector allowing all opportunities to be maximised safeguarding the future success of the programme.

Further information on the type of intervention and impact on delivery can be found in Appendix B.

The Benefits of intervention

We anticipate, with further investment:

- The Council can unlock an additional 19 sites on publicly owned land, release 1,934 new homes into the 5 year pipeline and triple the volume of homes it builds itself and in partnership with the private sector. Of which:
 - The Council will build a further 614 more affordable new homes, through the HRA New Build Programme.
 - A further 11 Council owned sites could be marketed to bring forward over 1064 new homes through the Council's disposal programme.
- Sheffield Housing Company can bring forward over 350 new homes
- Strategic acquisitions will commence on a rolling programme in the city centre housing zone, we propose to concentrate on a number of key sites that if assembled could unlock up to 2018 homes by 2028.
- Provide the opportunity to work in partnership with Rotherham to develop the pipeline for the Sheffield/ Rotherham corridor which could achieve over 18,000 homes over the next 20 -30 years
- The pace of new build will be a combination of directly working with the private sector and making it easier for the private sector to get on and deliver new homes
- Increased income to the Council from CIL, Council Tax and New Homes Bonus and capital receipts over the 5 year period of this plan
- A greater supply and variety of houses to help balance the citywide shortfalls

Funding and income

To address the shortfalls in housing types, achieve the increased rates of housing delivery to those detailed within Table 2, and fully realise the benefits of increased income, there is a requirement for an additional investment of £25,265,000 over the Delivery Plan period (2018 – 2023). The breakdown of how this funding will be invested is given below:

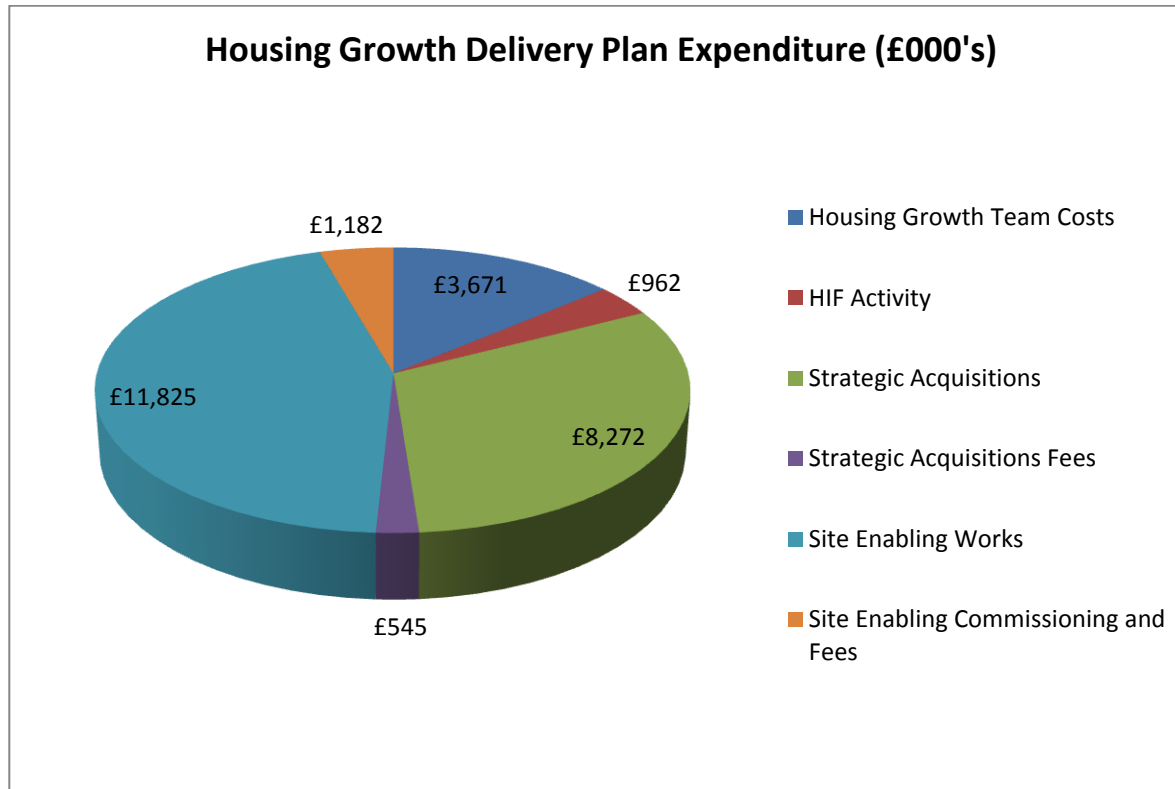
Expenditure (£000s)	2018/19	2019/20	2020/21	2021/22	2022/23	5 Year Total
Housing Growth Team Costs	£605	£744	£759	£774	£790	£3,671
HIF Activity	£840	£122	£0	£0	£0	£962
Strategic Acquisitions	£6,046	£1,598	£627	£0	£0	£8,272
Strategic Acquisitions Fees	£174	£8	£363	£0	£0	£545
Site Enabling Works	£300	£2,000	£5,438	£2,043	£2,043	£11,825
Site Enabling Commissioning and Fees	£350	£350	£161	£161	£161	£1,182
Sub Total	£8,315	£4,822	£7,349	£2,978	£2,994	£26,458
Current Funding (£000s)						
Housing Revenue Account	£159	£159	£159	£159	£159	£793
GIF Funding (Sheffield Housing Company Client Team)	£200	£200	£0	£0	£0	£400
Sub Total	£359	£359	£159	£159	£159	£1,193
Net Costs / Funding Required	£7,957	£4,464	£7,190	£2,820	£2,835	£25,265

Table 3: New Homes Delivery Plan (2018 – 2023) Budget

Expenditure is proposed to:

- **Fund the Housing Growth Delivery Team (2018 – 2023).** To perform a pro-active contact role. This will bring forward the private sector pipeline; to commission and deliver site enabling works to improve the viability of Council and privately owned sites; to contract manage existing and new partnerships and to monitor and report monthly on the targets set in the plan beyond the 5 year plan.
- **Provide capacity to further develop options and feasibility studies for bid submissions. (2018 – 2020)** There is potential for additional Housing Infrastructure Funding (HIF) or other capital funding from Government. Resources are required to ensure capacity to develop proposals or engage specialist expertise.

- **Enable Strategic Acquisitions** over a rolling 5 year programme (2018 – 2023) will assemble key brownfield sites in the City Centre to build a mixture of apartments and houses and land acquisitions to increase the available land in the Affordable Housing Programme, where there is a shortfall in provision.
- **To consider a fund to invest in/pay for site enabling works** such as road, services infrastructure, remediation, ground clearance and preparation to improve the viability of marginal sites. This is an opportunity to unlock private and public sites to provide balanced delivery programmes across the city.



The adjacent chart illustrates the proportion of spend across the programme highlighting that the majority of the investment is identified for Strategic Acquisitions, 31%, and Site Enabling works, 45% and represents a total of 76% of the total investment as Capital.

The following tables show the projected income generated by housing delivery. The actual amount of income generated will be subject to housing market conditions over the period. The income and delivery numbers are based on assumptions made from November 2017 and will be refined as the housing is developed and actual income achieved which will be reported to Cabinet on an annual basis.

Income generated by private sector developments without any SCC interventions.

Income (£000's)	2018/19	2019/20	2020/21	2021/22	2022/23	Total
New Homes Bonus	£2,788	£5,733	£7,170	£9,445	£7,474	£32,609
Council Tax	£2,487	£5,115	£6,397	£8,427	£9,156	£31,581
Community Infrastructure Levy	£4,051	£4,822	£3,123	£2,790	£2,733	£17,519
Grand Total/Forecast Income	£9,326	£15,670	£16,689	£20,661	£19,362	£81,708

Table 5: New Homes Delivery Plan (2018 – 2023) Budget

Income generated by private sector and existing SCC programmes.

Income (£000's)	2018/19	2019/20	2020/21	2021/22	2022/23	Total
New Homes Bonus	£5,722	£6,892	£6,017	£5,972	£5,469	£30,072
Council Tax	£2,876	£6,199	£8,200	£11,308	£12,686	£41,269
Community Infrastructure Levy	£6,078	£9,629	£7,132	£7,142	£4,812	£34,793
Capital Receipt	£0	£6,400	£9,900	£2,000	£0	£18,300
Grand Total/Forecast Income	£14,676	£29,120	£31,249	£26,423	£22,967	£124,434

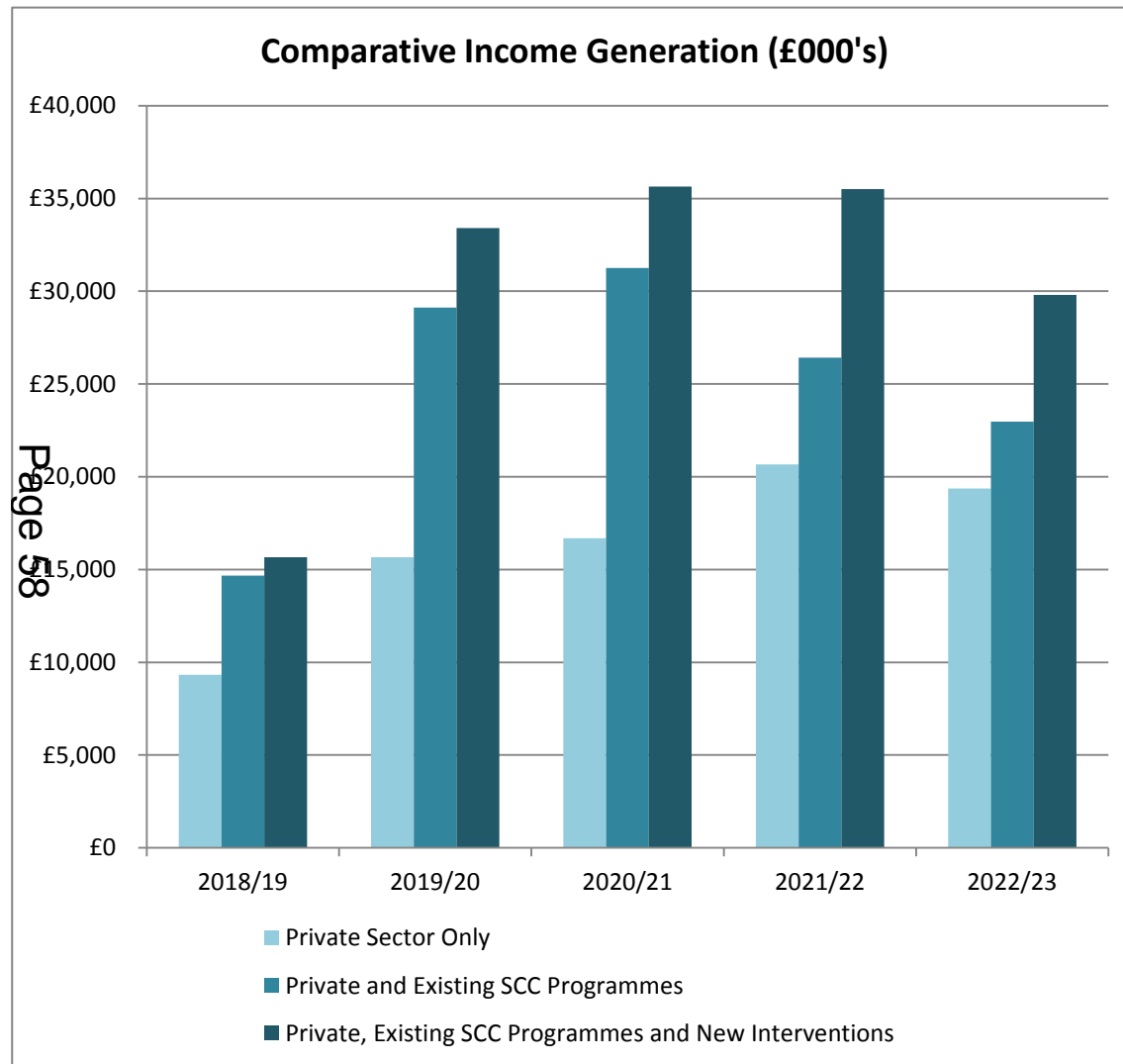
Table 6: New Homes Delivery Plan (2018 – 2023) Budget

Income generated by privates sector, existing SCC programmes and additional interventions in this delivery plan.

Income (£000's)	2018/19	2019/20	2020/21	2021/22	2022/23	Total
New Homes Bonus	£5,918	£7,048	£6,527	£7,163	£7,270	£33,925
Council Tax	£2,876	£6,232	£8,953	£12,912	£15,003	£45,977
Community Infrastructure Levy	£6,115	£10,331	£8,764	£8,267	£4,783	£38,259
Capital Receipt	£750	£9,500	£9,900	£2,000	£795	£22,945
Capital Receipt from Strategic Acquisitions	£0	£300	£1,500	£5,160	£1,950	£8,910
Grand Total/Forecast Income	£15,659	£33,410	£35,645	£35,501	£29,801	£150,016

Table 7: New Homes Delivery Plan (2018 – 2023) Budget

The 'capital receipts from strategic acquisition's' shown in table 6 are based on the purchase, enhancement and disposal of a number of brownfield sites, as approved by Cabinet in March 2018.



Indicative Income generation:

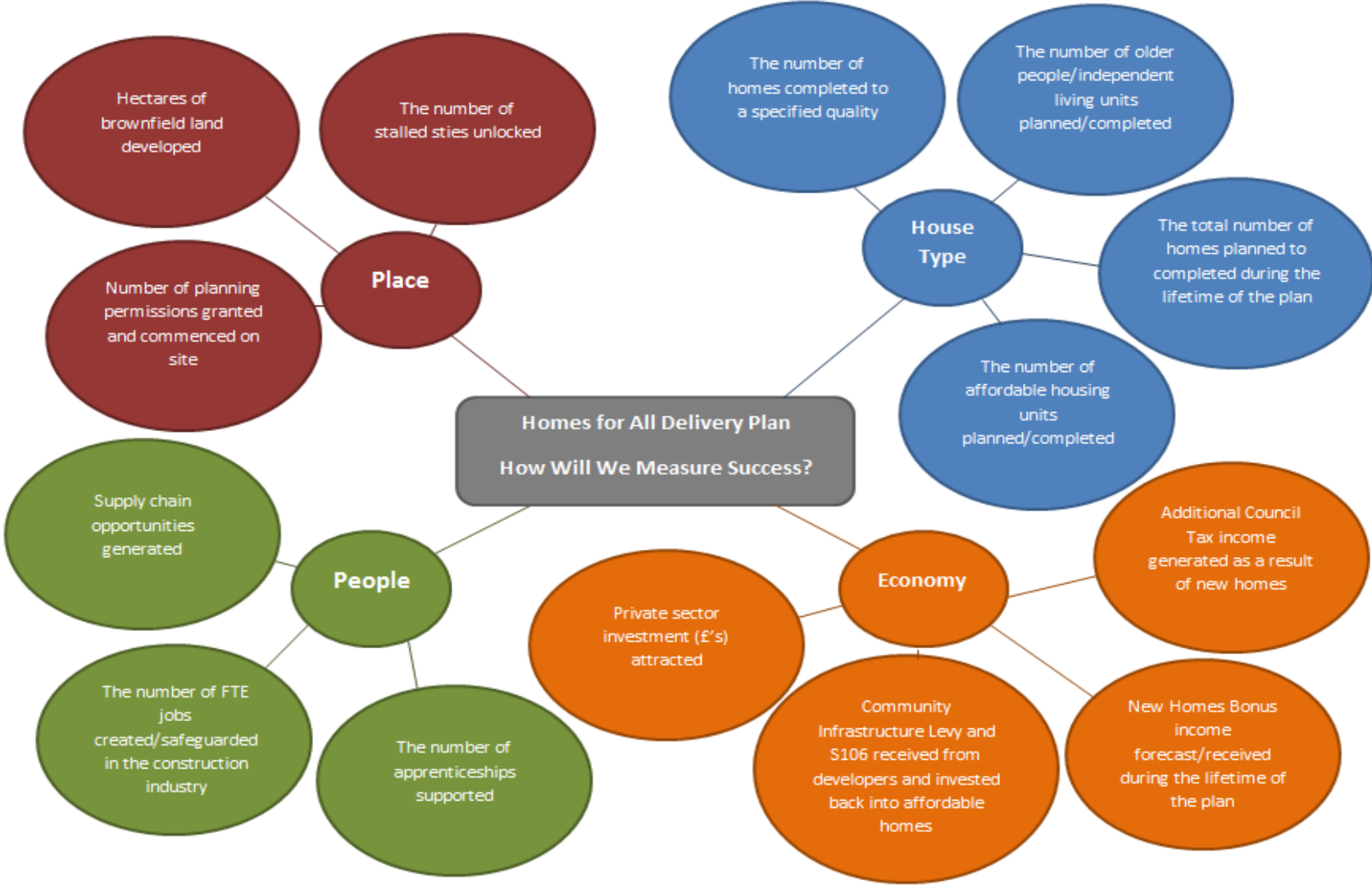
The indicative gross income generated for the Council is estimated to be £150,016,000. Sources of income are:

- New Homes Bonus: income receivable from Government on a 4 year rolling basis, payment based on the net number of new homes built.
- Council Tax generated and collected
- Community Infrastructure Levy generated via the implementation of planning consents
- Land receipts paid to the Council for the sale of land/property.

Income received will go into the Council's Growth Investment Fund which is established on the basis of an 'evergreen' fund whereby the returns from projects (New Homes Bonus or reward of capital receipts) are reinvested into future projects which in turn generate new returns. A proportion of the fund is set aside for 'enabling' projects to support physical infrastructure schemes which generate no immediate return but create a setting for investment and support the Council's corporate capital programme to bring forward some of the Council's other strategic projects. This programme will provide some certainty of future income that will underpin the Council's medium term financial strategy.

5. Measuring Success

The success of the New Homes Delivery Programme will be measured against these Key Performance Indicators. It will be the responsibility of the Housing Growth Team to monitor and report on the success of the programme along with the Housing Growth Programme Group.



6. Risks

There are ways that the Council can influence the housing market, to sustain a pipeline of viable residential sites and adjust the type, quality and number of homes that are delivered in Sheffield. However, there are also a number of drivers that affect the housing market and people's decisions to move, which the Council cannot change. The key risks to the Housing Delivery Plan and mitigating action is set out below.

	Risk	Mitigation
Page 60	<p>1 Infrastructure required to unlock sites</p> <ul style="list-style-type: none"> • City centre redevelopment opportunities are spread across the urban core. Fragmented land use pattern means it is difficult to deliver a co-ordinated package of infrastructure necessary to support new communities • Lack of resource to co-ordinate proposals and lack of strategic funding means that future infrastructure solutions could continue to be delivered in isolation and infrastructure solutions fail to impact positively on the attractiveness of local sites 	<p>Creation of an Integrated Infrastructure Plan to identify priority projects and investment required to prioritise funding applications.</p> <p>Continue to work with Government to establish a flexible single housing and infrastructure fund for Sheffield</p> <p>We have submitted bids for Housing Zone status, Capacity Funding and for Housing Infrastructure Funding.</p> <p>Allocate resources to support appraisal work and bidding processes</p>
	<p>2 Site viability</p> <ul style="list-style-type: none"> • Council policy is to develop brownfield land. Previous industrial use makes ground preparation costs higher than average • Potential declining land values/capital receipts may limit the Council's ability to invest • Local topography, hills and river basins often means that sites require bespoke ground remediation/scheme proposals • Property valuations may be prohibitive in newly emerging markets • Viability issues may impact on the quality of scheme achieved 	<p>Identification of priority sites pipeline, Diversifying the market to attract more house builders and introduction of pro-active contact role with landowners, agents and developers.</p> <p>Identifying and releasing sites for private sector development in a timely manner balancing delivery and demand.</p>

3	<p>Brexit and housing market economy changes</p> <ul style="list-style-type: none"> • Continuing economic and political uncertainty in the run up to 2019, further interest rate rises, falling real wages and weaker consumer. • Any limits on immigration could result in fewer construction workers from overseas, development takes longer & extra building cost could be passed onto buyers. • Fluctuations in house prices and potential market slowdown, impact expected to be region specific. • Persistent shortages of house building keep house prices rising faster than earnings on average. • Affordability for first time buyers and risk that buyers will need to save longer to buy their first homes. 	<p>SCC continues to invest in the transformation of the City Centre, the Advanced Manufacturing Park and Advanced Manufacturing Research Centre and HS2 to promote developer and investor confidence</p> <p>Monitoring of citywide housing delivery programme and provision of housing market guidance to illustrate the types of homes needed in each housing market area.</p> <p>Deliver a balanced programme to ensure delivery is aligned with market demand and capacity</p> <p>Use the delivery programme to promote more capacity of SME developers and builders</p>
4	<p>Private Sector delivery</p> <ul style="list-style-type: none"> • Private sector development does not provide the required breadth of housing need for Sheffield people • Developer decisions are influenced by labour and supply chain capacity, ability to finance development, activity adjacent to the site and conditions of the local economy 	<p>SCC to guide and support private sector to develop housing to meet identified needs in Housing Market Areas</p> <p>New programme to support enabling work and investment in sites to reduce risk.</p> <p>Introduction of self-funded business models for the Council to invest in Affordable Housing through HRA and s106 receipts.</p> <p>Promotion of economic priorities such as the transformation of the city centre, the Advanced Manufacturing Park and Advanced Manufacturing Research Centre and HS2 to create the right environment for a buoyant housing market</p> <p>Focus of resources in the City Centre, Lower and Upper Don Valley and the South East to promote developer and investor confidence.</p> <p>SCC recognises the importance of innovation in the housing market and will promote Modern Methods of Construction on suitable sites.</p> <p>Similarly, a diverse range of housing developers and builders will increase the housing growth activity in the city and therefore it will be important to work closely with Small to Medium Enterprises (SMEs) including Custom Build developers to enable their development in the city too.</p>

7. Political and Executive Governance

To deliver the new ambition will require strategic political leadership. This will be provided through the Strategic Capital Board and also the Place Growth Board (chaired by the Cabinet Member for Transport and Development) as the Cabinet Member lead for housing delivery.

A Housing Growth Programme Group has been established. This group will be the single route for Housing Delivery activity and will ensure that the proposals set out in this delivery plan are monitored, risks are effectively managed and housing outcomes are delivered. This group will be responsible for presenting annual progress reports to the Council's Cabinet and Cabinet will be asked to approve any amendments to the rolling 5 year Housing Delivery pipeline.

Individual projects and programmes of work, such as site enabling, may be the subject of further executive decisions in accordance with the Leaders Scheme of Delegation and will follow the Council's capital approvals and reporting process that includes the Housing Growth Programme Group and the Capital Programme Group before ultimate approval by Cabinet.

Housing Growth Programme Group

- Will ensure that the proposals set out in this delivery plan are monitored, risks are effectively managed and housing outcomes are delivered.
- Provide regular updates and Business Cases for endorsement to Place Growth Board



Capital Programme Group

CPG is the Council's principle officer forum which reviews and endorses projects, prior to seeking Cabinet approval
CPG may endorse to Cabinet and GIF funding requests with a value up to £500,000



Place Growth Board

- Will consider recommendations made to it and if appropriate it will endorse these recommendations for consideration by SCB and/or Cabinet.
- Will respond with guidance to issues that have been escalated (within its delegations)



Strategic Capital Board

- The principle purpose of SCB is to articulate priorities, against which funding allocations will be made.
- It considers the Business Case and if appropriate, endorses it for consideration by Cabinet
- SCB must endorse all GIF funding requests for amounts over £500,000



Cabinet

- Cabinet will be asked to consider GIF investment into Housing Growth projects and will be asked to consider and approve the rolling 5 year Housing Delivery activity.

APPENDIX A: Housing Delivery Activity Table

Activity	Expected Delivery Period (years)	Expected Outcome
Planning <ul style="list-style-type: none"> Completion of the Local Plan for the allocation and delivery of new housing Ensure information and systems for processing planning applications are in place Provide informal planning advice and pre application advice 	<ul style="list-style-type: none"> 1 - 2 1 1 - 5 	<ul style="list-style-type: none"> Increased sites available to developers and builders Accelerated housing delivery Influence the type, range and quality of new homes
Acquisition <ul style="list-style-type: none"> We will assemble land and consider joint land sales Prioritise the acquisition of new homes to support the SCC Housing Revenue Account new homes programme Explore and acquire land in areas with high Affordable Housing shortfalls to support the SCC Affordable Housing Programme 	<ul style="list-style-type: none"> 2 - 5 1 - 1 3 - 5 	<ul style="list-style-type: none"> Unlock brownfield site Increased family housing offer in the city centre Increased affordable housing delivery
Infrastructure <ul style="list-style-type: none"> Develop an Integrated Infrastructure Plan to identify physical infrastructure requirements that unlock housing development Invest in feasibility work to identify infrastructure needs and identify and secure funding opportunities 	<ul style="list-style-type: none"> 2 - 5 1 - 2 	<ul style="list-style-type: none"> Infrastructure requirements mapped and prioritised Unlock stalled sites Provision of strategic infrastructure to ensure long term delivery of housing
Asset Disposal <ul style="list-style-type: none"> Invest in the de-risking of sites which SCC bring to the market Dispose of sites with clear planning briefs to influence the type of homes to built Proactively promote our smaller sites to SME builders 	<ul style="list-style-type: none"> 1 - 5 1 - 5 1 - 5 	<ul style="list-style-type: none"> Increased sites available to developers and builders Increased likelihood of influencing housing type and range

<p>Provide one to one support to developers</p> <ul style="list-style-type: none"> • SCC will work with the developer and co-ordinate SCC cross departmental support to ensure timely delivery on sites which require planning permission, have planning consent but have yet to start or have stalled • Sign post developers and Registered Providers to funding and partnering opportunities 	<ul style="list-style-type: none"> • 1 – 5 • 1 - 5 	<ul style="list-style-type: none"> • Ensure consistency of approach from SCC • Private sector pipeline brought forward and accelerated housing delivery • Influencing housing type and
<p>Affordable Housing</p> <ul style="list-style-type: none"> • Publish guidance on affordable housing requirements in the local area • Create a single Affordable Housing Programme • Be clearer about on/off site section 106 developer contributions • Apply for external grants and continue to talk to Government about funding flexibilities to increase the affordable housing pipeline • Develop a Council shared ownership model to retain Council equity in land to meet housing need and maximise the number of affordable homes delivered using council resources • Explore and establish a new Site Enhancement/Enabling fund to de-risk SCC owned land and private stalled sites that provide affordable housing 	<ul style="list-style-type: none"> • 1 • 1 • 1 • 1 – 5 • 1 - 3 • 2 – 3 	<ul style="list-style-type: none"> • Clarity for Registered Providers, and developers about affordable housing requirements across the city • Increased supply of affordable housing for sale and for rent, including specialist affordable housing schemes
<p>Direct Delivery</p> <ul style="list-style-type: none"> • Procure contractors, delivery partners and/or consortium to deliver our Affordable Housing Programme and HRA Stock Increase programme 	<ul style="list-style-type: none"> • 1 - 5 	<ul style="list-style-type: none"> • Increase the number of affordable homes delivered • Directly influence housing types

APPENDIX B: Council Interventions

Our interventions are grouped by the level of intervention required, **guiding development** is the most resource intensive (physical infrastructure/site assembly) and where we want to influence the type of homes, the Council needs to **stimulate** the housing market, by marketing sites with development briefs and investing in site enhancement works. The majority of our time resource, requiring **minimum/no intervention** will be in the private sector, contacting land owners and developers, to identify the support developer's need.

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Guiding Development	<ul style="list-style-type: none"> • Deliver physical infrastructure subject to funding bids and Community Infrastructure Levy. • Assemble/invest in land and consider joint sales where we intend to change the housing offer. • Explore scope for investment in land to provide affordable housing.
Intervention required to stimulate the market	<ul style="list-style-type: none"> • Site enabling works to improve viability. • Procure a Contractor(s), Delivery Partner(s) or consortium to deliver homes • Market sites and properties with planning briefs in our disposal pipeline
No intervention required in the short term	<ul style="list-style-type: none"> • Proactive contact with land owners/agents to identify what support is needed to unlock development • Market sites and properties with planning briefs in our disposal pipeline • Publish guidance on affordable housing required in local areas • Signpost developers and landowners to financial investors (Homes England, Home Building Fund) • Lead with Registered Private Providers of Social Housing to identify privately owned stalled sites that can be unlocked with affordable housing investment

The table below provides a summary of current approved intervention and proposed additional interventions

Current Council Approved Intervention 2018 -2023	Additional Intervention 2018 -2023
<p>Stuck Sites</p> <p>The Council may take action to ensure that land and property owners invest in their property where these assets are preventing residential development in the area. For instance, if and where necessary, the Council may intervene using statutory powers to encourage the owner to invest in essential works to protect, improve and enhance the property and where the owner fails to improve their property the Council will take direct action and recover costs from the owner.</p>	
<p>Sheffield Housing Company</p> <p>A joint venture between SCC and KGP (Keepmoat Great Places) set up in 2011 to develop approximately 60 hectares of land and to build up to 2,500, high quality new homes built for open market sale. This regeneration vehicle was set up to lift the quality of homes and wider environment and stimulate the new housing market sufficiently to encourage other developers to build. There are a number of phases within the Sheffield Housing Company Programme which are underway.</p>	<p>Sheffield Housing Company</p> <p>For phases 4 and 5 the Company will need to secure relevant funding to ensure that sites are viable and to commence on site within the 5 year Housing Delivery Programme. The Council will monitor delivery through active contract management of the Development Agreement</p>
<p>Council Stock Increase Programme (detail in the Housing Revenue Account Business Plan)</p> <p>The approved programme has a target of 1,600 affordable homes and will be achieved through a mix of commissioned new build homes and property acquisitions (existing homes which are classed as long term empty and new build homes purchased off plan).</p> <p>Our intention through this programme is to provide a range of affordable homes to meet local shortfalls. Where appropriate, our approach will introduce new tenures to help households who aspire for affordable home ownership and provide important flow in the Affordable Housing sector to enable us to free up rented accommodation.</p> <p>It will deliver 148 new units in the Adlington during 2018/19 area providing homes for older people to live independently and for people with learning disabilities. Our priority is to build then a further 3 new high quality older persons homes over the</p>	<p>Affordable Homes Programme</p> <p>Our single affordable housing programme brings together affordable homes from our Disposal Programme, new build by housing associations and s106 commuted sums.</p> <p>Increasing the number of new/replacement Council homes is a high priority. The Council will increase the Council's Stock Increase Programme by 600 to 1,600 new affordable homes by 2022/23. In 2018/19 we will be planning for a further 245 new homes on the South East of the city. The majority will be for older people and a number of general needs housing.</p> <p>Council land has capacity for additional homes but the number of additional homes delivered (on top of the approved programme of 1600 homes) is still dependent on suitable site opportunities, the level of savings that can be made from the HRA, on our borrowing capacity, any additional funding such as grant and use of s106 receipt's. As a priority, we will establish the number of council homes that can be</p>

next few years and also create a new facility that offers ‘temporary accommodation’ for people who need support at a vulnerable times.

Over 150 new build homes will be acquired ‘off plan’ this resource will be used to unlock stalled private sector sites.

built on council land and will develop a strategy for how additional homes can be delivered.

Our intention through this programme is to provide a range of affordable homes to meet local shortfalls. Where appropriate, our approach will introduce new tenures to help households who aspire for affordable home ownership and provide important flow in the Affordable Housing sector to enable us to free up rented accommodation.

Disposing of Council Land

The approach towards disposal of land by the Council is increasingly flexible and commercial when considering and approving the disposing of land for housing and mixed used schemes. The Council uses conditional contracts where appropriate to set out planning permission or start on sites expectations and create step in options for the Council on land we have disposed of, for marginal or innovative schemes

Disposing of Council Land

Where key sites have viability issues we may choose to invest in enabling works through remediation, service diversions, physical infrastructure to decrease risk through our proposed enhancement/enabling fund. We will also proceed with joint land sales where it is beneficial to the Council and the land owner/developer.

We have the scope to market a further 6 sites in the 5 year programme, which will deliver 431 new homes.

Physical Infrastructure

The Council has applied for Government funding to develop and produce an Integrated Infrastructure Plan to identify and plan the physical infrastructure required across the city.

Resources would be needed to fund the development of priority schemes in the Neepsend, Penistone Road area to deliver infrastructure (flood protection, highway works and strategic site assembly) that can’t be funded from housing development and to unlock brownfield land for housing in the city centre.

Our expression of interest to the Housing Infrastructure Fund could unlock and bring forward earlier delivery of up to 4,000 private sector built homes in the city centre. Without infrastructure investment the pace of development up to 2035 would be significantly lower.

Strategic Acquisitions

The Council’s City Centre Plan contains details on the Council’s vision for the city centre. In summary we will promote initiatives to broaden housing provision beyond student flats and studios to include other growing market sectors.

Funding has been approved to facilitate acquisition and land assembly in our priority locations, where the market is unable or unwilling to deliver homes that meet local housing shortfalls and delivers our housing ambitions.

In the Lower Don Valley we will work with existing land owners to facilitate joint land sales to promote the comprehensive redevelopment of key sites to transform local housing markets e.g. the Attercliffe Canal side area has the capacity to build up to 400 new homes. This is the first phase of the strategy to transform the Attercliffe area, regenerating the Local Centre and canal side improvements.

Supporting the private sector

An important element of this plan will include activity focussed at supporting sites in housing priority areas where development has stalled and where development has not commenced following the granting of planning consent.

The private sector will take the lead in delivering the majority of the new homes within this plan. We initially forecast that:

- Between 2018 and 2023 the private sector has the capacity to build 5364 new homes; and,
- Beyond 2023 there is capacity for a further 9078 new homes for the private sector to build.

However, the profile of private sites shows us that that almost two thirds of these sites are not under construction.

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Author/Lead Officer of Report:

Damian Watkinson,
Finance Manager

Tel: 0114 273 6831

Report of: *Eugene Walker*

Report to: *Cabinet*

Date of Decision: *19th September 2018*

Subject: *Capital Approvals for Month 04 2018/19*

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

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

Which Scrutiny and Policy Development Committee does this relate to?

Overview and Scrutiny Management Committee

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

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

Does the report contain confidential or exempt information? Yes No

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

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

Purpose of Report:

This report provides details of proposed changes to the Capital Programme as brought forward in Month 04 2018/19.

Recommendations:

Cabinet is recommended to:

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

**Background Papers:
Appendix 1,**

Lead Officer to complete:-	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: <i>Marianne Betts</i>
	Legal: <i>Sarah Bennett</i>
	Equalities: No
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	EMT member who approved submission: <i>Eugene Walker</i>
3	Cabinet Member consulted: <i>Councillor Olivia Blake Cabinet member for Finance and Resources</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.
	Lead Officer Name: <i>Damian Watkinson</i>
	Job Title: <i>Finance Manager Business partner Capital</i>
Date: 28/08/18	

MONTH 04 2018/19 CAPITAL APPROVALS

1. SUMMARY

1.1 A number of schemes have been submitted for approval in line with the Council's capital approval process during the Month 04 reporting cycle. This report requests the relevant approvals and delegations to allow these schemes to progress.

1.2 Below is a summary of the number and total value of schemes in each approval category:

- 3 additions of specific projects to the capital programme creating a net increase of £38.28m;
- 7 variations of specific projects and allocations in the capital programme creating a net decrease of £0.2m; and

1.3 Further details of the schemes listed above can be found in Appendix 1.

2. WHAT DOES THIS MEAN FOR SHEFFIELD PEOPLE

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

3. BACKGROUND

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

4. OUTCOME AND SUSTAINABILITY

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

5. OTHER IMPLICATIONS

5.1 Finance Implications

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

5.2 Procurement and Contract Award Implications

This report will commit the Council to a series of future contracts. The procurement strategy for each project is set out in Appendix 1. The award of

the subsequent contracts will be delegated to the Director of Financial and Commercial Services.

5.3 Legal Implications

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

5.4 Human Resource Implications

There are no direct Human Resource implications for the Council.

5.5 Property Implications

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

6. ALTERNATIVE OPTIONS CONSIDERED

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

7. REASONS FOR RECOMMENDATIONS

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

Finance & Commercial Services | Commercial Business Development

August 2018

Priority / Scheme Name / Variation Type								Value £
A Economic growth								
New additions								
None								
Funding Source		Amount		Status		Approved		
Procurement								
Variations and reasons for change								
None								
Funding								
Procurement								
B Transport								
New additions								
<p>Inner Ring Road (IRR) Western Study</p> <p>Why do we need the project?</p> <p>The Inner Ring Road (IRR) is currently the busiest section of the Sheffield highway network with over half a million entries, exits and crossings each working day. With the city centre set for vast development (both dwellings and commercial), traffic levels are set to increase.</p> <p>By 2034, the majority of the junctions on the IRR will be over capacity, the IRR will have to facilitate 100,000 more trips a day, the journey time around the ring road is predicted to increase by 33%, and the demand for public transport is predicted to increase by 15%. There are currently no schemes in place to mitigate this growth.</p> <p>How are we going to achieve it?</p> <p>To undertake a study and gather evidence to demonstrate current conditions and collate information regarding all current and future developments</p>								100k

affecting the ring road. The overall objective is to prepare and deliver a number of small to medium schemes that will improve flow, capacity and journey times for all traffic on the Western IRR.

The expected outputs are:-

- The concept layouts for a number of options for the western section of the Inner Ring Road
- Modelling outputs to provide initial quantification of benefits and cost-effectiveness
- For each option, an outline cost for scheme development and construction
- Identification of a potential programme of preferred options

The scope of the study is:-

- The Inner Ring Road between Moore Street Roundabout and Shalesmoor
- The approaches to junctions on this part of the ring road
- Any streets in the vicinity identified by the study that serve movements around the city centre

What are the benefits?

Having a number of schemes scoped, evidence supported, programmed, and budgeted will mean we can bid for funding as soon as the opportunity arises.

When will the project be completed?

08/03/2019

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Funding Source	Local Transport Plan	Amount	100k	Status	Ring-fenced for Transport project	Approved	Part of annual allocation
Procurement	SCC's Network Management and Transport Planning will lead the project. Technical support in developing short-listed options will be procured via the existing Micro-Simulation Framework. Surveys will be commissioned by closed competitive tender. Traffic modelling by call off from the Sheffield Transport Modelling Framework. Costing support to be undertaken by Amey Hallam Highways under Schedule 7 of the Streets Ahead contract.						

Inner Ring Road (IRR) Southern Study

Why do we need the project?

The Inner Ring Road (IRR) is currently the busiest section of the Sheffield highway network with over half a million entries, exits and crossings each working day. With the city centre set for vast development (both dwellings and commercial), traffic levels are set to increase. In particular, increased

100k

congestion is anticipated not only to worsen the accessibility of the city by road (and therefore from most places beyond Sheffield) but is also anticipated to pose a severe challenge to the operation and improvement of public transport services, and to aspirations for a high quality, attractive city centre.

How are we going to achieve it?

The project will undertake a study and complete the tasks necessary to identify options for improving the southern part of the Inner Ring Road, to improve capacity and resilience, expedite public transport and reduce severance in a manner consistent with the draft Transport Strategy.

The expected outputs are:-

- The concept layouts for a number of options for the western section of the Inner Ring Road
- Modelling outputs to provide initial quantification of benefits and cost-effectiveness
- For each option, an outline cost for scheme development and construction
- Identification of a potential programme of preferred options

The scope of the study is –

- the Inner Ring Road between Moore Street Roundabout and the junction of Shoreham Street and Suffolk Road inclusive, including all parts of the Granville Square one way system;
- the approaches to junctions on this part of the ring road; and,
- any streets in the vicinity as may be identified by the study that serve movements around the city centre.

What are the benefits?

Having a number of schemes scoped, evidence supported, programmed, and budgeted will mean we can bid for funding as soon as the opportunity arises.

When will the project be completed?

[08/03/2019]

Funding Source	Local Transport Plan	Amount	100k	Status	Ring-fenced for Transport project	Approved	Part of annual allocation
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Procurement	SCC's Network Management and Transport Planning will lead the project. Technical support in developing short-listed options will be procured via the existing Micro-Simulation Framework. Surveys will be commissioned by closed competitive tender. Traffic modelling by call off from the Sheffield Transport Modelling Framework. Costing support to be undertaken by Amey Hallam Highways under Schedule 7 of the Streets Ahead contract.						
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Variations and reasons for change		
<p>Heavy Goods Vehicles (HGV) Weight Restrictions</p> <p>Scheme description</p> <p>A report into HGV routing recommended that HGV's should only use the approved HGV network for through journeys and consideration should be given to introducing restrictions to enforce compliance where voluntary action by HGV drivers is not being adhered to. £12k was previously approved to conduct a feasibility study into introducing 7.5t Environmental Weight Restrictions (EWR'S) to address HGV complaints in four areas:-The Wheel, Twentywell Lane, Psalter Lane and Beighton Road.</p> <p>What has changed?</p> <p>Following the feasibility, the scheme will be progressed to purchase and install HGV weight restriction signage in the four areas at a total cost of £143k. The commuted sum value for the scheme is estimated at £51.5k</p> <p>Variation type: -</p> <ul style="list-style-type: none"> Budget increase reflecting move from Initial Business Case to Outline Business Case 		131k
Funding	Local Transport Plan £131k	
Procurement	Design, production and installation of signage will be undertaken by Amey Hallam Highways under Schedule 7 of the Streets Ahead contract.	
<p>Local Transport Plan (LTP) Funding Allocation</p> <p>Scheme description</p> <p>This budget represents the block allocation of LTP funding not currently committed to individual schemes. It was originally approved for a value of £1503k and subsequently reduced by £148.7k in June and £1,021.5k in July as projects have been brought forward for approval.</p> <p>What has changed?</p> <p>Following submission of the Local Transport Plan funded project in August, as listed individually in this report, the balance has now been reduced to nil.</p> <p>Variation type: - Budget Reduction</p>		-333k
Funding	Local Transport Plan £-333k	

	Procurement	N/A						
C	Quality of life							
	New additions							
	None							
	Funding Source		Amount		Status		Approved	
	Procurement							
	Variations and reasons for change							
	None							
	Funding							
	Procurement							
D	Green and open spaces							
	New additions							
	None							
	Funding Source		Amount		Status		Approved	
	Procurement							
	Variations and reasons for change							
	Green and Open Spaces Section 106 (S106) Programme							
	Scheme description							
	The S106 block allocation is for a programme of green space improvements across Sheffield using funds generated by Section 106 agreements ring-							18/19 -846K

fenced for this purpose.						19/20 +694K	
What has changed?						20/21 +152K	
<p>A review of the schemes approved to be part of the programme but not progressed to delivery stage has taken place. The current unallocated amount is profiled to be spent in 2018/19, the review has shown that some schemes won't progress until 2019/20 or 2020/21 therefore a re-profile is required to reflect this. The review also highlighted that an agreement for Lydgate Lane being used on the Play Improvements Project hadn't been drawn down.</p> <p>Variation type: - Re-profile</p> <p>Current 2018/19 Budget £941K Drawdown to Play Improvements £4K Remaining £937K</p> <p>2018/19 £937K - £846K to future years = £91K 2019/20 £0K + £694K = £694K 2020/21 £0K + £152K = £152K Total £937K</p>							
Funding	S106 approved May16 and Aug17 £0K						
Procurement	N/A Re-profile only						
E	Housing growth						
New additions							
None							
Funding Source		Amount		Status		Approved	
Procurement							
Variations and reasons for change							
New Build Council Housing Phase 2 - Weaklands							
Scheme description							18/19 -164K

<p>To deliver approximately 38nr new build affordable Council homes that will diversify the existing housing stock and build on the 51nr properties delivered in New Council Housing Phase 1 and property numbers acquired as part of the Council Housing Acquisitions Project.</p> <p>What has changed?</p> <p>Originally approved in 2015 to deliver the required objectives, but was stopped due to apparently high indicative costs.. Further work has now been undertaken on the specification of the builds. Planning permission on the proposed scheme has already been granted and lapses on 21st April 2019. If the project is not resurrected, then some of previous expenditure on design and planning will be abortive. Using the existing plans already produced for the scheme, changes/savings are to be considered as part of this revised scheme that can be achieved without the requirement to resubmit a planning application. It is anticipated that amendments to the existing Planning Permission will be required.</p> <p>The scheme has therefore reverted to Initial Business Case status and the budget requires re-profiling to reflect this. Feasibility costs expected to be £18K in addition to fees already incurred in 2018/19 of £2K</p> <p>Variation type: - Reprofile</p> <p>2018/19 £184K - £164K = £20K 2019/20 £4,085K + £164K = £4,249K 2020/21 £1,923K + £0K = £1,923K Total £6,192K</p> <p>Budget expected to need further reprofile at Outline Business Case stage when costs, timescales and therefore profiles will be clearer.</p>		19/20 +164K
Funding	HRA and 1-4-1 Receipts £0K	
Procurement	Feasibility work undertaken in-house by the Capital Delivery Service	
F	Housing investment	
	New additions	
	None	
Funding Source	Amount	Status
Procurement		Approved

Variations and reasons for change		
<p>Asbestos Surveys</p> <p>Scheme description</p> <p>To report on the condition of Asbestos / suspected Asbestos containing materials that maybe found within assets managed by the Housing & Neighbourhood Service (HNS).</p> <p>What has changed?</p> <p>The tender process has now taken place and the contract can be awarded. The existing contract has been extended during this tender process and costs incurred by the extension are now known. The value of the new contract is as expected but the cost split across the years of the contract has slightly changed requiring a budget re-profile to reflect this. Any current budget left that is not part of the existing or new contract needs moving back to the Essential Investments block for future allocation.</p> <p>Variation type: - Reprofile/Budget Decrease</p> <p><u>Old Contract</u> 2018/19 £100K - £31K = £69K</p> <p><u>New Contract</u> 2018/19 £148K – £33K = £115K 2019/20 £145K + £55K = £200K 2020/21 £139K + £11K = £150K 2021/22 £138K + £12K = £150K 2022/23 £169K - £14K (reprofiled to earlier years) - £155K no longer required returned to Q0084</p>		<p>18/19 -64K 19/20 +55K 20/21 +11K 21/22 + 12K 22/23 -169K</p>
Funding	HRA £-155K	
Procurement	N/A - Contract Award	
<p>Essential Investments Council Housing</p> <p>Scheme description</p> <p>The HRA block allocation for Essential Investments in the council housing estate.</p> <p>What has changed?</p> <p>£155K moved back from Asbestos Surveys which has more allocation than required for the existing and new contract (see above).</p>		155K

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<p>Variation type: - Budget Increase</p> <p>Current budget 2018-2022 £8,568K Current budget 2022/23 £2,200K Total £10,768K</p> <p>2022/23 £2,200K + £155K = £2,355K Total now £10,923K</p>							
Funding		HRA £+155K					
Procurement		N/A					
G People – capital and growth							
New additions							
None							
Funding Source		Amount	Status	Approved			
Procurement							
Variations and reasons for change							
None							
Funding							
Procurement							
H Essential compliance and maintenance							
New additions							
None							

	Funding Source		Amount		Status	Approved			
	Procurement								
Variations and reasons for change									
	None								
	Funding								
	Procurement								
I	Heart of the City II								
New additions									
page 84	<p>Heart of the City II Block B and C Delivery</p> <p>Why do we need the project?</p> <ul style="list-style-type: none"> Heart of the City 2 (formerly Sheffield Retail Quarter) seeks to transform Sheffield city centre with an improved retail, working, leisure and living environment. This was approved as part of a Cabinet report in March 2018. This approval is just drawing down and approving that funding for phases B and C. Blocks B (Laycock House) & C (Pepper Pot building, Pinstone Street) are the first tranche of phase 2 of the HOC II delivery programme. Approval is being sought for construction of blocks B & C to ensure momentum of the programme following the successful construction of the Cavendish building (block D) due to complete early January 2019. If works are not undertaken now the city centre could decline further and public opinion would be damaged. <p>How are we going to achieve it?</p> <ul style="list-style-type: none"> Procurement of a contractor to provide detailed design, demolition and construction services to provide a new development platform for Blocks B & C. Block B, ground floor will be primarily retail. Above the ground floor there will be 54 residential units over seven floors at the corner of Charles Street and Pinstone Street, 4,000 sq. ft. of office space will be provided over three floors. Block C is to be a mixed-use block comprising retail and office space. The ground floor of the new building will provide 9500sqFt of retail space. The scheme will provide 37,500 sq. ft. of office accommodation over 7 levels 							38,080k	

<p>What are the benefits?</p> <ul style="list-style-type: none"> • 42.4 jobs created during construction / 488 jobs created during operation of the buildings • £302m additional Gross Domestic Product generated. • Business Rates - Increase of £572,384 p.a. from new commercial properties • £38m Future income from commercial sale or lettings • Based on the expected disposal value of the blocks and a capitalised value of uplift in Business rates up to 2038 a net benefit of £6.4m is forecast • Positive public perception of the Heart of the City scheme • Improve the attractiveness of the city centre as a place to shop, live and work. <p>When will the project be completed</p> <ul style="list-style-type: none"> • November 2020 							
Funding Source	Prudential Borrowing	Amount	£38,080k	Status	N/A	Approved	N/A
Procurement	Two stage design and build procurement through the YOR Build2 framework, Lot 5 by mini-competition.						
Variations and reasons for change							
<p>Heart of the City II Strategic Pre-Construction Development</p> <p>Scheme description</p> <ul style="list-style-type: none"> • Heart of the City 2 (formerly Sheffield Retail Quarter) seeks to transform Sheffield city centre with an improved retail, working, leisure and living environment. <p>What has changed?</p> <ul style="list-style-type: none"> • In July 2016 a budget of £27m was approved by Cabinet to fund work with a Strategic Development Partner to bring the overall scheme to position where it could be passed to a corporate developer for the construction and operational phase. • As a result of initial work with the Strategic Development Partner a change of approach to delivery of the scheme has now been identified. The scheme will now be delivered by the Council on an incremental, block by block approach as agreed at Cabinet in March 2018 (Approval of funding for delivery stage of blocks B & C is requested above). • This approach will allow the scheme to maintain momentum, allow the scheme to react to economic changes over the timescale of delivery and mitigate the risk of reliance on a single developer. • The result of these changes is that the remaining £24m unspent budget allocated to the Strategic Development Partner work is to be: <ul style="list-style-type: none"> - Re-profiled, to reflect the revised timescales as a result of the new delivery strategy AND - Allocated as pre-construction budgets across the individual blocks to bring each to a stage where either SCC will procure and deliver construction OR dispose of the block to a commercial developer for completion. 							

- The use of and re-profiling of the pre-construction budget was also approved by Cabinet in March 2018.
- When the feasibility stage of each of the remaining blocks is complete they will be brought forward for the delivery budget approval in the same way that blocks B&C have.

Variation type:- Re-profile

£m	18/19	19/20	20/21	21/22	Total
Previous Budget Profile	24.1				24.1
New Budget Profile	9.4	5.8	6.7	2.2	24.1
Movement	-14.7	+5.8	+6.7	+2.2	0

Funding

Prudential Borrowing

Procurement

Architect services for Block A will be procured by a restricted tender procedure.
 Architect services for Block G will be procured by a restricted tender procedure.
 Architect services for Block H will be procured by a restricted tender procedure.