# Guide for using the SuHousingImpact spreadsheet

## 1. General

The spreadsheet has been designed to follow the methodology in the original SROI Guide published by the Cabinet Office 2009. It is recommended that the Guide is read before using the spreadsheet. It is the responsibility of the user to ensure that the spreadsheet is completed correctly in accordance with the requirements of the SROI Guide. SuHousingImpact is based on the SuROI method developed by Prof Bichard of the University of Salford which brought the environmental aspect of the triple bottom line into play and this has then been refined by Kevin Dean of the University of Salford as part of his PhD dissertation.

The duration of outcomes is limited to 5 years

## 2. Structure

The spreadsheet has not been protected in order to provide users with some flexibility. Great care should be taken in making any changes to ensure the integrity of the calculations. It is the responsibility of the user to ensure that any changes do not effect the integrity of the calculations. In particular

- new columns should not be added
- additional rows can be added to accommodate new stakeholders but the equations in an existing row will need to be copied into any new rows
- no changes should be made to cells containing formulae

## 3. Specifics

### Column – Inputs, What is the value of the inputs in currency

Cells in this column should only be filled in with number. Do not include the currency sign, for example £

### Column – Outcomes, quantity

Cells in this column should only be filled in with a number. Do not include text.

### Column – Outcomes, duration

Cells in this column should only be filled in with a whole number. Do not include text, for example 'years'. The spreadsheet has been designed on the basis that the duration will be in years and has restricted this to a maximum of 5. If more than 5 is entered the calculation will be based on 5 years.

### Column - Outcomes start

This column should be completed with a '1' if the outcomes start in the period of the activity and a '2' if the outcomes start in the first year after the activity
This spreadsheet is not designed to deal with outcomes that start more than one year after the activity

### Column – Outcomes, value

Cells in this column should only be filled in with numbers for example '4.25'.

### Columns in Stage 4

Cells in these columns should only be filled in with numbers between 0 and 100.

### Calculating social return

Apart from the cell to the right of the discount rate, nothing should be entered into cells in these columns.

### Columns in Stage 5 - Discount rate

Outcomes are assumed to occur after the activity and to occur at the end of the period. If the duration of the outcomes is 1 year, then the value of the outcomes will be discounted by one year.
As a result if you have outcomes that occur during the activity, they will be discounted by one year for valuation purposes.
If you have outcomes that occur during the activity and last for one year afterwards, then, as above, the outcomes that last for one year after will be discounted by two years.

### Stage 6 - Impacts per stakeholder

Stage 6 is a new stage brought in by Kevin Dean of the University of Salford. This stage splits the scheme impact up per stakeholder
which is beneficial in highlighting the winners and losers of a scheme. This introduces a further economic aspect to the methodology. The thinking is, that if certain stakeholders are benefitting financially from an outlay of expenditure from an organisation funding a scheme, that potential costs can be offloaded from the funding organisation through agreement with the benefitting organisations, thus promoting economic sustainability. Payback period analyses are also included in stage 6.
This stage creates a strategic decision making/ management tool option in addition to the earlier evaluative stages (stages 1-5).
The last tab of the spreadsheet creates a payback period analysis for the scheme as a whole.

## General guidance on impact values

Impact value calculations are created from multiplication of an amount of change by a relevant indicator or proxy. It is advised to utilise reliable statistical datasets. Good examples of these include Government statistics, the HACT database for wellbeing values, the NEF (New Economics Foundation) database or the Economics of Ecosystems and Biodiversity (TEEB) database.

**Rigour**

Rigour can be established by carrying out " representative samples, and in some cases, statistical analyses are required to ensure that an appropriate selection of stakeholders are involved in defining the value of a change, which accurately reflects the worth for all appropriate stakeholders"

**Sensitivity analysis**

The carrying out of a sensitivity analysis is an additional way of assessing the risk of different decisions made when valuing social outcomes. If it turns out that a small alteration in value is affecting a result in a significant way, there may be a need for further stakeholder engagement, and/or triangulation with other relevant data.

**Financial valuing also has risk involved**

Accounting for financial value accepts certain levels of risk in return for evidence which enables investors to make informed decisions. In the same way, accounting for social value also accepts evidence that is fit for purpose, and has sufficient precision for improved decision-making.

**Triangulation**

Engagement with additional stakeholders and any existing evidence, can help to triangulate findings

**Not a new practice**

The assigning of monetary value to social performance is not a new practice – it is already used by insurance providers, and public policy makers.

**Stakeholder accounts**

"It is important to understand the relative worth of different changes in people's lives from the perspective of those with direct experience. Therefore, if approaches are used that are reliant on secondary evidence, and do not directly involve those people or organisations, or the sample size is relatively small, we increase the risk that we will make sub-optimal decisions".

**Standards can be used**

Standards such as 'Assurance Engagements Other Than Audits or Reviews of Historical Financial Information' (ISAE 3000) can be used. In the UK, this is the Assurance standard used by FTSE 100 companies to gain Assurance over their corporate social responsibility and sustainability data.

(Taken from SVI, 2015)

Data sets such as HACT, despite being described during the open ended interviews in a negative light are backed up by an academically rigorous methodology such as These are broken down into various subgroups which can more accurately reflect stakeholders. A tool such a the 'Value Game' could also be potentially consulted. This is a tool which enables engagement with stakeholders to see which changes they value most - a benefit of this is that it is possible to gain a lot of useful information through dialogue which isn't specifically to do with valuation - e.g. any unintended positive or negatives occurring.

# SuHousingImpact - Impact Map

Spreadsheet for developing SuHousingImpact analysis. See guidance tab for further details.

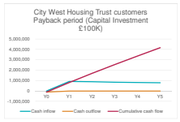
Insert name of scheme below in grey cell

**City West Housing Trust Environmental Scheme**

| Stage 1 | Stage 2 | | | Stage 3 | | | | | | | | | Stage 4 | | | | | Stage 5 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Stakeholders** | **Intended/unintended changes** | **Inputs** | | **Outputs** | **The Outcomes (what changes)** | | | | | | | | **Deadweight %** | **Displacement %** | **Attribution %** | **Drop off %** | **Impact** | **Calculating Social Return** | | | | | |
| Who do we have an affect on? Who has an effect on us? | What do you think will change for them? | What do they invest? | What is the value of the inputs in currency *(only enter numbers)* | Summary of activity in numbers | Description | Indicator | Source | Quantity | Duration | Outcomes start | Financial Proxy | Value in currency | Source | What would have happened without the activity? | What activity did you displace? | Who else contributed to the change? | Does the outcome drop off in fu;ture years? | Quantity times financial proxy, less deadweight,displacement and attribution | Discount rate | | 3.5% | | | |
| | | | | | How would the stakeholder describe the changes? | How would you measure it? | Where did you get the information from? | Quantity | How long does it last after end of activity? (*Only enter numbers*) | Does it start in period of activity (1) or in period after (2) | What proxy would you use to value the change? | What is the value of the change? (*Only enter numbers*) | Where did you get the information from? | | | | | | **Year 0** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| **City West Housing Trust customers** | Improved security | nothing | 0.00 | 476 properties improved | Improved security | Crime rate | CWHT (2016) Positive security responses increased by 26 people out of 111 extrapolated up to 476 | 111 | 30 | 1 | Savings from reduced burglaires per incident | 1,361.00 | GVE (2017) | 0% | 0% | 0% | 0% | 151,071.00 | 151,071.00 | 151,071.00 | 151,071.00 | 151,071.00 | 151,071.00 | 151,071.00 |
| | Improved parking provision and increased safety | nothing | 0.00 | 300 driveways installed | Improved parking provision | Amount of cars parked off road | CWHT (2016) | 300 | 30 | 1 | "Living in a safe area" (£650 per person) | 650.00 | HACT (2016) | 0% | 0% | 0% | 0% | 195,000.00 | 195,000.00 | 195,000.00 | 195,000.00 | 195,000.00 | 195,000.00 | 195,000.00 |
| | Aesthetics improved including better and more uniformed appearance/ environment | nothing | 0.00 | 476 properties improved | aesthetics improved | Customer satisfaction questionnaires | 68/ 111 people rated neighbourhood as excellent or good, extrapolated to 476 | 292 | 30 | 1 | "Good neighbourhood" (£1,747 per person per year) | 1,747.00 | HACT (2016) | 0% | 0% | 0% | 0% | 510,124.00 | 510,124.00 | 510,124.00 | 510,124.00 | 510,124.00 | 510,124.00 | 510,124.00 |
| | Happiness, well being, pride, quality of life, customer satisfaction | n/a | 0.00 | 476 properties improved | happiness and well being | | | 48.00 | 30 | 1 | "Life satisfaction" (£499.38 per person per year) | 499.38 | GVE (2017) | 0% | 0% | 0% | 0% | 23,970.24 | 23,970.24 | 23,970.24 | 23,970.24 | 23,970.24 | 23,970.24 | 23,970.24 |
| | Lower maintenance levels | n/a | 0.00 | 476 properties improved | less repair reporting needed on behalf of the stakeholder | cost of repair job | CWHT (2017) | 48.00 | 30 | 1 | | 200.00 | | 0% | 0% | 0% | 0% | 9,600.00 | 9,600.00 | 9,600.00 | 9,600.00 | 9,600.00 | 9,600.00 | 9,600.00 |
| | Fewer arguments over parking | n/a | 0.00 | 1% of properties improved in this regard | fewer arguments between neighbours regarding parking issues | | | 5.00 | 30 | 1 | Talks to neighbours regularly | 4,511.00 | HACT (2016) | 0% | 0% | 0% | 0% | 22,555.00 | 22,555.00 | 22,555.00 | 22,555.00 | 22,555.00 | 22,555.00 | 22,555.00 |
| **Private owners on the estate** | Improved parking provision | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Improved aesthetics of area/ better environment | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Value of property | | | | can't say exactly that value has gone up just because of this scheme | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Potential improvement of ASB/ Crime | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Improved well being, pride, quality of life | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Traffic safety improvement | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **CWHT Customers' families, friends or visitors to the estates** | Improved parking provision and congestion reduction | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Improved aesthetics of area | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Reduction in crime | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Traffic safety improvement | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Community/ public in general** | Improved parking provision and congestion reduction | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Improved aesthetics of area | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Reduction in crime | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Traffic safety improvement | | | | claimed for above | | | | 30 | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Regeneration impact to local area | | | | Regeneration impact to the local area has improved | | | 48 | 30 | 1 | Regeneration impact to local area (conservatively based on 10% of people only) | 6,500.00 | SROI Network UK (2017) | 0% | 0% | 0% | 0% | 312,000.00 | 312,000.00 | 312,000.00 | 312,000.00 | 312,000.00 | 312,000.00 | 312,000.00 |
| **Salford Council highways** | Improvements to pavements (dropped kerb) | operatives' time and cost of materials however this is all part of the total scheme cost, attributable under the stakeholder "CWHT" | 0 | 300 dropped kerbs | Improvements to pavements (dropped kerb area) | | | 30 | 30 | 1 | Costs saved on repairs of pavements because customers not driving over pavements to access DIY driveways anymore. This action was previously damaging pavements in places. Proxy used is the cost of repair of one pothole, used as proxy for costs saved by SCC because no pavement damage needs repair after dropped kerb works. | 55.00 | Asphalt Industry Alliance (2017) | 0% | 0% | 0% | 0% | 1,650.00 | 1,650.00 | 1,650.00 | 1,650.00 | 1,650.00 | 1,650.00 | 1,650.00 |
| **Architect** | Architect drew up plans which were integral to the scheme | Architect's fee, all in with main fee | 0 | 476 plans drawn up for scheme | Architect's role ended at drawing up of plans | Architect fee received by architect | IBI Group | 1 | 1 | 1 | | 0.00 | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Utility companies** | Information supplied pre scheme | Utility companies' fee, all in with main fee | 0 | utility plans for all roads and areas within scheme area | | Costs for utility plans | Utility companies including UU, ENW, National Grid, BT | 1 | 1 | 1 | | 0.00 | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Contractors** | Contractors staff working directly on scheme | time and money in terms of £20,000 approx for 20 operatives/ liaison staff plus contract cost (however this was all counted within the overall contract cost) | 0 | works carried out physically and liaison function also carried out | Environmental scheme rolled out | Cost of entire scheme | CWHT (2016) | 1 | 1 | 1 | | 0.00 | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **CW and staff** | Increased value of stock | financial investment for scheme | | 476 properties improved | increased value of stock | difficult to measure as we don't know whether other factor have contributed | | | | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Sustainability and regeneration impact | financial investment for scheme | | 476 properties improved | sustainability and regeneration impact | through this artefact | | 476 | | 1 | | 6,500.00 | | 0% | 0% | 0% | 0% | 3,094,000.00 | 3,094,000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Fewer complaints | financial investment for scheme | | 476 properties improved | fewer complaints on repairs | amount of complaints | | | | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Lower maintenance costs | financial investment for scheme | | 476 properties improved | lower maintenance costs due to less maintenance needed | Cost per property for cyclical maintenance works saved (per year - £580 for 7 year cycle divisible) | CWHT (2016) | 476 | 30 | 2 | | 83.00 | | 0% | 0% | 0% | 0% | 39,508.00 | 0.00 | 39,508.00 | 39,508.00 | 39,508.00 | 39,508.00 | 39,508.00 |
| | Reduction in crime and ASB | financial investment for scheme | | 476 properties improved | Less staff time on ASB incidents | Cost of CW officer's time - ASB | CWHT (2016) | 1 | | 1 | | 500.00 | | 0% | 0% | 0% | 0% | 500.00 | 500.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Better void turnover and thereby, rental income | financial investment for scheme | | 476 properties improved | more appeal leading to fewer people wanting to leave area than previously | Relet costs £987 per property | CWHT (2016) | 1 | | 1 | | 987.00 | | 0% | 0% | 0% | 0% | 987.00 | 987.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Customers take more ownership/ care more | customers invest more time and pride | 0 | | Fewer repairs needing to be carried out | cost per repair | CWHT (2016) | 48 | 30 | 2 | | 100.00 | | 0% | 0% | 0% | 0% | 4,800.00 | 0.00 | 4,800.00 | 4,800.00 | 4,800.00 | 4,800.00 | 4,800.00 |
| | Investment into area by CWHT through environmental scheme | financial investment for scheme | 3,200,000 | 476 properties improved | investment into area | through input cost | | | | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | Staff involvement and related costs | time and resources | 50,000 | | staff time and resources | | | | | 1 | | | | 0% | 0% | 0% | 0% | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Police team dealing with such aspects as parking issues** | Fewer issues to deal with by organisations such as the Police | time and resources in hours | 0 | 5 hours of work (1 hour per address) | Less time taken by PCSOs to solve traffic incidents and arguments on the estate in question | | | 5 | | 2 | Costs of PCSO per hour to deal with said traffic incidents | £30.41 | GVE (2016) | 0% | 0% | 0% | 0% | 152.05 | 0.00 | 152.05 | 0.00 | 0.00 | 0.00 | 0.00 |
| **NHS** | Health benefits brought about by the scheme for the local population | nothing | 0.00 | | Benefits to health from using the garden area, contrary to previously | | | 48 | | 2 | "Good overall health" | 20,141.00 | | 0% | 0% | 0% | 0% | 966,768.00 | 0.00 | 966,768.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| **Total** | | | 3,250,000.00 | | | | | | | | | | | | | **Total** | 5,332,685.29 | 4,321,457.24 | 2,237,198.29 | 1,270,278.24 | 1,270,278.24 | 1,270,278.24 | 1,270,278.24 |
| | | | | | | | | | | | | | | | | **Present value of each year** | | 4,321,457.24 | 2,161,544.24 | 1,185,818.33 | 1,145,718.19 | 1,106,974.10 | 1,069,540.19 |
| | | | | | | | | | | | | | | | | **Total Present Value (PV)** | | | | | | | 10,991,052.30 |
| | | | | | | | | | | | | | | | | **Net Present Value** | | | | | | | 7,741,052.29 |
| | | | | | | | | | | | | | | | | **(PV minus the investment)** | | | | | | | |
| | | | | | | | | | | | | | | | | **Social and Environmental Return** | | | | | | | 3.38 |
| | | | | | | | | | | | | | | | | **Value per amount invested** | | | | | | | |

Stage 6

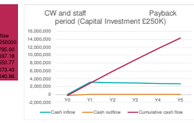
| City West Housing Trust customers | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -100000 | -100000 |
| Y1 | £ 912,320.24 | 0 | £ 812,320.24 |
| Y2 | £ 880,399.03 | 0 | £ 1,692,719.27 |
| Y3 | £ 849,575.42 | 0 | £ 2,542,294.69 |
| Y4 | £ 819,840.28 | 0 | £ 3,362,134.96 |
| Y5 | £ 791,145.81 | 0 | £ 4,153,280.83 |




| Community/ public in general | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -50000 | -50000 |
| Y1 | £ 312,055.00 | 0 | £ 262,055.00 |
| Y2 | £ 301,580.00 | 0 | £ 563,680.00 |
| Y3 | £ 290,540.20 | 0 | £ 854,623.20 |
| Y4 | £ 280,373.22 | 0 | £ 1,135,995.42 |
| Y5 | £ 270,585.16 | 0 | £ 1,404,555.58 |

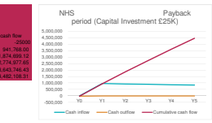

| Salford Council highways | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -500 | -500 |
| Y1 | £ 1,650.00 | 0 | £ 1,150.00 |
| Y2 | £ 1,592.25 | 0 | £ 2,742.25 |
| Y3 | £ 1,536.02 | 0 | £ 4,278.27 |
| Y4 | £ 1,482.74 | 0 | £ 5,761.01 |
| Y5 | £ 1,430.80 | 0 | £ 7,192.36 |


| CW and staff | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -250000 | -250000 |
| Y1 | £ 3,139,795.09 | 0 | £ 2,889,795.09 |
| Y2 | £ 3,029,902.18 | 0 | £ 5,919,697.19 |
| Y3 | £ 2,923,655.60 | 0 | £ 8,843,352.77 |
| Y4 | £ 2,821,520.65 | 0 | £ 11,665,073.43 |
| Y5 | £ 2,722,767.45 | 0 | £ 14,387,840.88 |




| Police team dealing with such aspects as parking issues | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -100 | -100 |
| Y1 | £ 152.26 | 0 | £ 52.26 |
| Y2 | £ 146.79 | 0 | £ 199.06 |
| Y3 | £ 141.52 | 0 | £ 340.57 |
| Y4 | £ 136.44 | 0 | £ 477.01 |
| Y5 | £ 131.56 | 0 | £ 608.56 |


| NHS | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -25000 | -25000 |
| Y1 | £ 966,768.00 | 0 | £ 941,768.00 |
| Y2 | £ 932,931.12 | 0 | £ 1,874,699.12 |
| Y3 | £ 900,278.53 | 0 | £ 2,774,977.65 |
| Y4 | £ 868,768.78 | 0 | £ 3,643,746.43 |
| Y5 | £ 838,361.67 | 0 | £ 4,482,108.10 |




| City West Housing Trust customers | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -500000 | -500000 |
| Y1 | £ 912,320.24 | 0 | £ 412,320.24 |
| Y2 | £ 880,399.03 | 0 | £ 1,292,719.27 |
| Y3 | £ 849,575.42 | 0 | £ 2,142,294.69 |
| Y4 | £ 819,840.28 | 0 | £ 2,962,134.96 |
| Y5 | £ 791,145.81 | 0 | £ 3,753,280.83 |




| Community/ public in general | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -500000 | -500000 |
| Y1 | £ 312,055.00 | 0 | £ 187,945.00 |
| Y2 | £ 301,580.00 | 0 | £ 489,525.00 |
| Y3 | £ 290,540.20 | 0 | £ 780,065.20 |
| Y4 | £ 280,373.22 | 0 | £ 1,060,438.42 |
| Y5 | £ 270,585.16 | 0 | £ 1,331,023.58 |




| Salford Council highways | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -1000 | -1000 |
| Y1 | £ 1,650.00 | 0 | £ 650.00 |
| Y2 | £ 1,592.25 | 0 | £ 2,242.25 |
| Y3 | £ 1,536.02 | 0 | £ 3,778.27 |
| Y4 | £ 1,482.74 | 0 | £ 5,261.01 |
| Y5 | £ 1,430.80 | 0 | £ 6,692.36 |




| CW and staff | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -1000 | -1000 |
| Y1 | £ 3,139,795.09 | 0 | £ 3,138,795.09 |
| Y2 | £ 3,029,902.18 | 0 | £ 6,168,697.19 |
| Y3 | £ 2,923,655.60 | 0 | £ 9,092,352.77 |
| Y4 | £ 2,821,520.65 | 0 | £ 11,913,873.43 |
| Y5 | £ 2,722,767.45 | 0 | £ 14,636,640.88 |



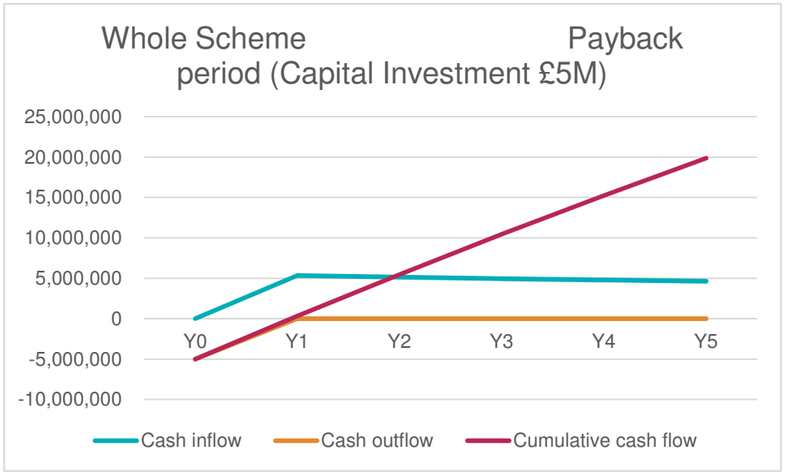

| Police team dealing with such aspects as parking issues | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -500 | -500 |
| Y1 | £ 152.26 | 0 | £ 347.90 |
| Y2 | £ 146.79 | 0 | £ 295.85 |
| Y3 | £ 141.52 | 0 | £ 59.63 |
| Y4 | £ 136.44 | 0 | £ 195.81 |
| Y5 | £ 131.56 | 0 | £ 308.56 |




| NHS | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -250000 | -250000 |
| Y1 | £ 966,768.00 | 0 | £ 716,768.00 |
| Y2 | £ 932,931.12 | 0 | £ 1,649,699.12 |
| Y3 | £ 900,278.53 | 0 | £ 2,549,977.65 |
| Y4 | £ 868,768.78 | 0 | £ 3,418,746.43 |
| Y5 | £ 838,361.67 | 0 | £ 4,257,108.10 |

**Stage 6 continued**

| Whole scheme | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -5000000 | -5000000 |
| Y1 | £ 5,332,685.29 | 0 | £ 332,685.29 |
| Y2 | £ 5,146,041.30 | 0 | £ 5,478,726.59 |
| Y3 | £ 4,965,929.86 | 0 | £ 10,444,656.45 |
| Y4 | £ 4,792,122.31 | 0 | £ 15,236,778.77 |
| Y5 | £ 4,624,398.03 | 0 | £ 19,861,176.80 |




| Whole scheme | Cash inflow | Cash outflow | Cumulative cash flow |
|---|---|---|---|
| Y0 | 0 | -10000000 | -10000000 |
| Y1 | £ 5,332,685.29 | 0 | -£ 4,667,314.71 |
| Y2 | £ 5,146,041.30 | 0 | £ 478,726.59 |
| Y3 | £ 4,965,929.86 | 0 | £ 5,444,656.45 |
| Y4 | £ 4,792,122.31 | 0 | £ 10,236,778.77 |
| Y5 | £ 4,624,398.03 | 0 | £ 14,861,176.80 |