

Economic and Environmental Wellbeing Scrutiny and Policy Development Committee

Thursday 20 September 2012 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

Councillors Helen Mirfin-Boukouris (Chair), Ian Auckland (Deputy Chair), Roger Davison, Terry Fox, Neale Gibson, Bob Johnson, Steve Jones, Alf Meade, Robert Murphy, Joe Otten, Sioned-Mair Richards and Steve Wilson

Substitute Members

In accordance with the Constitution, Substitute Members may be provided for the above Committee Members as and when required.

PUBLIC ACCESS TO THE MEETING

The Economic and Environmental Wellbeing Committee exercises an overview and scrutiny function in respect of the planning, development and monitoring of service performance and other issues in respect of the area of Council activity relating to planning and economic development, wider environmental issues, culture, leisure, skills and training, and the quality of life in the City.

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. on Friday, or you can ring on telephone no. 2734552. 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 Scrutiny Committee meetings. Please see the Council's website or contact Democratic Services for further information.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee 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.

If you require any further information about this Scrutiny Committee, please contact Emily Standbrook, Scrutiny Policy Officer on 0114 27 35065 or email emily.standbrook@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.

**ECONOMIC AND ENVIRONMENTAL WELLBEING SCRUTINY AND POLICY
DEVELOPMENT COMMITTEE AGENDA
20 SEPTEMBER 2012**

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**
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of the Previous Meeting**
To approve the minutes of the meeting of the Committee held on 19 July 2012.
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public.
(NOTE: Any public questions or petitions relating to Household Waste Recycling Centres will be taken following the break at approximately 4.10 pm.)
- 7. Building a Strong and Resilient Economy**
Report of the Director of Creative Sheffield
- 8. Public Questions and Petitions on Household Waste Recycling Centres**
To receive any questions or petitions from members of the public on Household Waste Recycling Centres.
- 9. Review of Household Waste Recycling Centres**
Report of the Director of Business Strategy and Regulation
- 10. Work Programme and Cabinet Forward Plan**
Report of the Policy Officer (Scrutiny)

ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

A new Standards regime was introduced on 1st July, 2012 by the Localism Act 2011. The new regime made changes to the way that your interests needed to be registered and declared. Prejudicial and personal interests no longer exist and they have been replaced by Disclosable Pecuniary Interests (DPIs).

The Act also required that provision is made for interests which are not Disclosable Pecuniary Interests and required the Council to introduce a new local Code of Conduct for Members. Provision has been made in the new Code for dealing with “personal” interests.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously, and has been published on the Council’s website as a downloadable document at -<http://councillors.sheffield.gov.uk/councillors/register-of-councillors-interests>

If at all possible, you should try to identify any potential interest you may have before the meeting so that you and the person you ask for advice can fully consider all the circumstances before reaching a conclusion on what action you should take.

Further advice can be obtained from Lynne Bird, Director of Legal Services on 0114 2734018 or email lynne.bird@sheffield.gov.uk

ECONOMIC AND ENVIRONMENTAL WELLBEING SCRUTINY AND POLICY DEVELOPMENT COMMITTEE

Meeting held 19th July 2012

PRESENT: Councillors Helen Mirfin-Boukouris (Chair), Roger Davison, Neale Gibson, Bob Johnson, Steve Jones, Alf Meade, Robert Murphy, Joe Otten, Sioned-Mair Richards and Steve Wilson.

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1. APOLOGIES FOR ABSENCE FROM MEMBERS OF THE COMMITTEE

Apologies for absence were received from Councillors Ian Auckland and Terry Fox and no substitutes were nominated.

2. EXCLUSION OF THE PUBLIC AND PRESS

No items were identified where a resolution may be moved to exclude the public and press

3. DECLARATIONS OF INTEREST

Councillor Robert Murphy declared a personal interest in items 7 (Overview of the Place Portfolio) and item 8 (Refresh of the Sheffield Economic Strategy) as he worked in Renewable Energy and Councillor Joe Otten declared a personal interest in items 7 (Overview of the Place Portfolio) and 8 (Refresh of the Sheffield Economic Strategy) as he worked in the Digital Industry.

4. MINUTES OF PREVIOUS MEETINGS

The minutes of the meetings of the Economic and Environmental Wellbeing Scrutiny Committee held on 15th March, 2012, 28th March, 2012 and 16th May, 2012 were each approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

In response to a question from Mr. Mohsin Siddiq, regarding how the Committee's commitment to mitigating the effects of climate change could be translated into action on climate jobs, the Chair, Councillor Helen Mirfin-Boukouris, explained that this would be covered later in the meeting at item 8 (Refresh of the Sheffield Economic Strategy).

6. OVERVIEW OF THE PLACE PORTFOLIO

- 6.1 Simon Green, Executive Director, Place gave a presentation which introduced the Committee to the Place Portfolio and identified the Economic and Environmental priorities and challenges for 2012/13. The presentation outlined what the Place Portfolio did and how that fitted with the Council's priorities and strategic outcomes. In addition, it described work in progress,

with particular reference being made to City Centre Developments, High Speed Rail 2, the Highways Maintenance Private Finance Initiative, the Bus Partnering Agreement, Alternate Week Refuse Collections and Green Infrastructure. In conclusion, Simon Green provided information on the Place Portfolio's resources and emphasised the challenge of doing things differently.

6.2 Members made various comments and asked a number of questions, to which responses were provided as follows:-

- As part of the carbon commitment, the Council paid a carbon tax as it produced over a certain threshold. Measures were in place to reduce the amount of carbon produced, but this was not as co-ordinated as it could be.
- Work was being undertaken on a plan for the Council to join the district heating system.
- The green infrastructure agenda worked across the whole City and the Council were consolidating into three main buildings and implementing measures such as home working in order to reduce carbon. It should be noted that a Director of Sustainable Development was in place with an increased budget from last year.
- The Council was working with Eon on a biomass plant to put in an energy corridor in the Lower Don Valley, which would assist in bringing in businesses. It was possible to break the link between economic growth and increasing carbon emissions and an Action Plan was in place to address this. It was thought that energy would be a key driver in emerging out of recession and the City was well placed in relation to high tech research and development, which was being undertaken at the University of Sheffield.
- It was not known whether the Council was involved in the trading of carbon credits but, if so, this would be within the remit of the Resources Portfolio.
- There was a risk in relation to resources as the Place Portfolio was reliant on Central Government funding and it was not involved in high profile areas of activity such as hospitals, schools, children and the elderly. There was also a political risk involved when projects were rolled out.
- The need to enhance the sustainability agenda and progress on transport and highways issues were areas of concern in relation to performance.

6.3 **RESOLVED:** That the Committee thanks Simon Green for his presentation and notes the information reported.

7. REFRESH OF THE SHEFFIELD ECONOMIC STRATEGY

7.1 The Committee received a report of the Director of Creative Sheffield, which was supported by a presentation delivered by Karen Ramsay and Diana Buckley, Economic Strategy Team, on the refresh of the Sheffield Economic Strategy. The presentation referred to the 2008 Economic Masterplan, the reasons for refreshing the strategy, key messages from economic evidence, developing the new strategic framework, strategic priorities and the role of the City Council and its partners. It was planned for the new strategy to be developed during August 2012, with consultation taking place during August/September 2012 and amendments being made during September 2012. Cabinet approval was scheduled for Autumn 2012.

7.2 In response to the earlier question from Mr. Mohsin Saddiq, regarding climate jobs, Karen Ramsay stated that she was working with the Sheffield Climate Alliance and the Sheffield Campaign Against Climate Change, which were stakeholders in the consultation process. The Chair, Councillor Helen Mirfin-Boukouris, added that Mr. Saddiq should contact the officers if he did not feel his question had been adequately answered.

7.3 Members made various comments and asked a number of questions, to which responses were provided as follows:-

- Responsibility for showcasing Sheffield made products was the responsibility of Marketing Sheffield and it was hoped to work more closely with that organisation once its Trade Marketing Manager post had been filled.
- The aim was for a robust and flexible strategy, which was about driving, enabling and establishing a core resource which had ambition but was flexible in its development. A strong strategy would be important in the event of the Eurozone collapsing and producing a new set of circumstances.
- It was important for firms to boost the economy on one side and keep people connected with it on the other. Bringing in the highly paid would create jobs, but it was also important to help the unemployed. There was a strong emphasis on supporting small and medium sized enterprises (SMEs) across the City.
- In addition to the discussions with the Sheffield Campaign Against Climate Change, it was proposed to ensure that businesses worked around the green agenda and that apprenticeships embraced that agenda. It should also be noted that existing programmes linked with the green agenda. Officers were also working with the Council's Sustainable Development Team in this regard.
- It was accepted that the concept of stopping money going out of the City was not covered strongly enough in the new strategy, but it was not expected to contain all actions but to set out delivery mechanisms

which would operate. In terms of inward investment, it was important to look at what fitted the City.

- Officers were working with the Local Enterprise Partnership (LEP) on the green agenda through the Low Carbon Sector Group and also on identifying the right kind of inward investment.
- Work was being undertaken on bringing graduates in touch with local industry and on getting information to medium sized enterprises on graduate recruitment.
- The Regional Growth Fund bid was designed to address the problem of businesses accessing funds and officers would liaise with businesses in this regard.
- It was accepted that some consideration needed to be given to the Food Plan in the Strategy.
- In relation to funding sources, it was necessary to work differently, with the partnerships and leadership angle being key. Funding was much more of a challenge than in 2008, but it was felt that relations between the public and private sector had improved during that time.
- Employment regulation was part of the Place Portfolio and the Employment Strategy included issues such as health and safety at work. The Made in Sheffield curriculum addressed the issue of the lack of preparation of school leavers for employment, with employers working with schools to embed employability skills. The delivery of this curriculum did not sit with Creative Sheffield, so it was important to ensure that appropriate Council colleagues were included.
- In relation to being business friendly, it was important to treat businesses as a customer. Work was being undertaken by the Planning Service in this regard and a series of business champions had been identified within the Council. The business friendly message needed to be communicated to appropriate Council employees to ensure consistency of service and to ensure that businesses did not invest elsewhere due to a bad experience with the Council.
- Consultation on the refreshed Economic Strategy had already taken place with business representatives, the Creative Sheffield Advisory Board and the Sheffield Climate Alliance/Sheffield Campaign Against Climate Change. Other key stakeholders for the consultation included the South Yorkshire Passenger Transport Executive and the City's Universities. Internal colleagues had also been included and Members were invited to inform the officers of any further suggestions for consultees. Officers would also seek to include other local authorities in the consultation process.

7.4 **RESOLVED:** That the Committee thanks Diana Buckley and Karen Ramsay for their presentation and notes the information reported.

8. **WORK PROGRAMME AND CABINET FORWARD PLAN**

8.1 The Policy Officer (Scrutiny) submitted the Committee's Work Programme for 2012/13 and the Cabinet Forward Plan for the period July to October 2012 for consideration.

8.2 **RESOLVED:** That

- (a) the contents of the Committee's Work Plan 2012/13 be approved;
- (b) items on Olympic activity, the Highways Private Finance Initiative, Waste Management, the Sheffield Cultural Trusts, the City Deal, the Local Enterprise Partnership, Enterprise Zones and the Regional Growth Fund be considered for inclusion in the Committee's Work Plan; and
- (c) the Cabinet Forward Plan for the period July to October 2012 be received and noted.

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Report to Economic and Environmental Wellbeing Scrutiny & Policy Development Committee Thursday 20 September 2012

Report of: Edward Highfield
Director of Creative Sheffield

Subject: **Building a strong, sustainable and resilient Sheffield economy: Support for start-ups and small and medium sized enterprises**

Report authors: Kevin Bennett, Head of Enterprise, Creative Sheffield
Karen Ramsay, Economic Policy Officer, Creative Sheffield

Summary:

This report is in response to a request at the November 2011 Economic and Environmental Wellbeing Scrutiny Committee for an annual session to consider issues and barriers to business operation in the city. The Committee has identified this as an area where it would like to contribute to the development of policy.

The report sets out the aim of building a more dynamic private sector with a strong pipeline of new businesses to help rebalance Sheffield's economy and deliver growth that generates jobs. As Sheffield primarily is a small and medium sized enterprise (SME) economy, the activities set out in this report focus specifically on support for start-ups and SMEs. The work in this area is being developed in the context of the refresh of the city's economic strategy which was discussed by the Scrutiny Committee at the meeting on 19 July 2012.

A number of business representatives will be present at the meeting to provide their views and take part in the discussion with Members.

Type of item: The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	✓
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	

Briefing paper for the Scrutiny Committee	
Other	

The Scrutiny Committee is being asked to:

- Provide their views and comments on the programme of activities set out in the report.
- Discuss the programme of activities with the business representatives attending the meeting to identify gaps in provision and develop further ideas for supporting start-ups and SMEs in the city.
- Identify any specific issues for more detailed consideration or action at a future meeting of the Scrutiny Committee and/or through other groups like the Sheffield Business Advisory Panel, the Sheffield Chamber of Commerce and the Federation of Small Businesses.

Background Papers:

Category of Report: OPEN/CLOSED (please specify)

Building a strong, sustainable and resilient Sheffield economy: Support for start-ups and small and medium sized enterprises

1. Introduction

- 1.1 This report is in response to a request at the November 2011 Economic and Environmental Wellbeing Scrutiny Committee for an annual session to consider issues and barriers to business operation in the city. The Committee has identified this as an area where it would like to contribute to the development of policy.
- 1.2 The report sets out the aim of building a more dynamic private sector with a strong pipeline of new businesses to help rebalance Sheffield's economy and deliver growth that generates jobs. As Sheffield primarily is a small and medium sized enterprise (SME) economy, the activities set out in this report focus specifically on support for start-ups and SMEs. The work in this area is being developed in the context of the refresh of the city's economic strategy which was discussed by the Scrutiny Committee at the meeting on 19 July 2012.
- 1.3 A number of business representatives will be present at the meeting to provide their views and take part in the discussion with Members.

2. Building a strong, sustainable and resilient Sheffield economy

- 2.1 One of the main ambitions in *The Sheffield City Strategy 2010-2020* is to build a strong, internationally successful local economy, working with our partners across the Sheffield City Region economic area to ensure growth opportunities for local industry and businesses.
- 2.2 Two of the Council's Corporate Plan 2011-14 priority areas are directly relevant to this ambition:
 - *Focusing on jobs*
To encourage and support businesses to grow so that more jobs are created in the city. To encourage enterprise and support people to develop the skills that employers need.
 - *Business friendly*
To continue to build relationships with businesses to encourage jobs and growth in the city, and for the Council to be seen as an organisation that business can work with.

- 2.3 We are on a joint mission with businesses and other partners to make Sheffield the most business friendly city in the UK, and we want the Council to be a leading local authority in taking care of business:
- Being a business friendly city is about the quality and range of business opportunities and support available. It is also about the wider city offer – culture, education, environment, housing, quality of place – all the things that make Sheffield an attractive place to live and work.
 - Being a business friendly Council is about a commitment to working closely and positively with the city’s business community to promote economic prosperity, further improve our reputation with the city’s businesses, raise awareness of the services we offer to business, and improve these services based on advice and feedback from companies across the city. It is about *how* we do things as much as what we do.
- 2.4 It is important for us to build constructive relationships with the business community and to work with companies to decide the best way to promote local economic prosperity. This includes our major employers, small and medium sized businesses, sole traders and social enterprises. We particularly want to work with businesses who share our values around focusing on jobs, standing up for Sheffield and supporting our communities.

3. Refresh of the city’s economic strategy

- 3.1 In economic terms, the last few years have been about withstanding recession and making progress in tough economic conditions. Many of the realities remain challenging: a struggling global economy; less public and private money available; higher unemployment. Yet major opportunities exist and the city must position itself to take full advantage of them.
- 3.2 Sheffield’s first Economic Masterplan published in 2008 set out an ambitious programme of change for the city. Sheffield’s future growth will be defined by the way we create and shape opportunities now so the time feels right to reset our economic priorities, and establish a renewed programme of change that equips the city and city region to meet the demands of the future. To that end, a refresh of the city’s economic strategy is underway to set the economic direction of the city to 2020. The Scrutiny Committee discussed the development of the new economic strategy at the meeting on 19 July 2012.
- 3.3 The refreshed economic strategy is focused on strengthening the city’s economic foundations and delivering our core economic outcomes: securing higher levels of economic growth and creating more and better jobs for Sheffield people.

- 3.4 As the Core City at the heart of the Sheffield City Region, Sheffield has access to a highly skilled labour force in a well-connected economy. We have a proactive Local Enterprise Partnership that brings together the private and public sectors around a commitment to deliver a bigger, better, faster Sheffield City Region economy. To play our part in the growth of Sheffield City Region and the rebalancing of the UK economy, we are focused on delivering our 2020 economic vision:

“Sheffield is a strong, sustainable, resilient and internationally successful economy that is driven by growth in the private sector and provides jobs for local people.”

4. Support for start-ups and small and medium sized enterprises

- 4.1 A productive, competitive and growing business base is the primary component in rebalancing Sheffield’s economy and delivering growth that generates jobs. The refreshed economic strategy identifies as one of the main drivers of economic growth a dynamic private sector with a strong pipeline of new businesses. The activities set out in this report focus specifically on support for start-ups and SMEs and form part of a wider set of priority actions informed by the refreshed economic strategy for the city.
- 4.2 Currently, Sheffield’s business density is low compared to other UK cities as is the productivity of our sectors and businesses. This means that we lag behind other cities in terms of our overall competitiveness. Based on an analysis of sole trader, PAYE and VAT registration levels¹, we know that although the level of ‘micro start-ups’ (i.e. sole traders) has improved in recent years compared with the national average, too few of these are growing beyond the VAT threshold and creating employment. As in other Core Cities, this is compounded by the recession which has accelerated the number of business failures. In addition, the number of start-ups in Sheffield is falling faster than in other Core Cities to a point which seriously threatens to undermine the strength of the city’s SME base.
- 4.3 Setting aside the 3,700 sole traders, 97% of our 12,380 VAT registered businesses have fewer than 50 employees and 85% have fewer than 10 employees. This is broadly in line with both the national average and other Core Cities and in itself is not an issue. A similar pattern would be seen in Germany, for example. However, it is the sector mix, the resilience of these businesses to withstand recession and their ability to grow and employ that is the main issue for the city in terms of building a strong pipeline of new businesses.

¹ Latest available data is from 2009.

4.4 In summary, we have:

- 3,700 sole traders in the city who require access to a degree of light-touch support. Some of these may have the ability to grow beyond the VAT threshold and employ more people.
- Approximately 4,000 businesses which are VAT registered but turning over less than £100k. Some of these have potential to grow but many are vulnerable in the current climate. These represent a third of our VAT registered stock and reducing the failure rate of these is an important policy objective.
- We have around 6,000 businesses turning over between £100,000 to £1 million around a third of which are estimated to be in growth sectors. It is arguably the latter, alongside the 1,000 businesses turning over £1 million+ that are capable of producing the innovation-driven long term growth the city needs.

4.5 Against the background of this analysis, the national policy position and our experience of delivering support programmes for start-ups and SMEs in recent years we believe that over the medium to long term, Sheffield requires interventions in the following areas:

- *Fostering a culture of enterprise*

We need to foster a culture of enterprise which goes beyond self-employment and supports the development of a new generation of entrepreneurs and future business leaders. We need to convince young people that they can turn their good ideas into innovative products and grow a successful business. To do this, we need to maintain the work we are undertaking with schools, colleges and the universities to move from a standard approach to enterprise education to create a genuine enterprise 'pipeline'. This begins in primary school where we are running activities to encourage the development of enterprise skill-sets, to our BiG Challenge business competitions for the schools and colleges and the Young Entrepreneur Club which involves several of our brightest young entrepreneurs. Through these and other activities, we want to make starting, running and growing a business a compelling option for any young person from any part of the city.

- *Assisting all businesses to start up, survive and grow*

We need to continue to support the creation of businesses, help more of the smaller ones to survive and encourage those with an emerging track record to grow. Until 2011, we had significant investment through Business Link (£20m regionally each year) and the Local Enterprise Growth Initiative (LEGI) which enabled us to provide intensive support, especially for start-ups, in some parts of the city. Alongside this, Yorkshire Forward funded a number of programmes designed to promote innovation and knowledge transfer. However, in the last few years, LEGI funding has been withdrawn and national business support has been scaled back to be delivered online via a Business Link web portal.

This is supplemented by a limited accelerator growth programme, export support through UK Trade and Industry and schemes to encourage business-to-business mentoring. There are also national Government schemes including designed to encourage increased provision from the private sector including the Start-Up Britain campaign and support offered by professional associations such as the Law Society and Institute of Chartered Accountants. This means that there is important support available that we should draw on and encourage Sheffield firms to take up. However, it is fragmented, it is not comprehensive and some of the programmes are very narrowly targeted. To respond to the challenge of creating more and better businesses in the city, we believe that there is a strong case for a continuing level of ‘top-up’ investment to enhance what is available to businesses through other routes, and to allow us to package the support so business can access a full range of support. The ‘top up’ investment would include:

- First Point For Business as the enterprise gateway which all business can use to access all aspects of business support, including business-facing Council services such as licensing, health and safety, planning and other basic business information. This would build on the current model of First Point for Business and become a single business gateway for the city.
- A new package of support to individuals looking to start a business including access to group coaching workshops, support with research and business information, events on key business topics, drop-in sessions with advisors and business experts and mentoring support.
- Support for businesses at critical stages of their life-cycle, for example, taking on employees, expanding or making capital investments. Businesses will have access to business advisors, mentoring support from other businesses in the city, coordinated access to accountants, lawyers and other professional and technical experts.

- *‘The Sheffield Business Growth Programme’*

We have approximately 6,000 businesses in Sheffield of a critical size, that is £100,000 to £1 million turnover where we estimate there is the highest potential to achieve sustainable growth, create jobs and strengthen the business base. We will work with a selection of these businesses over the next five years to accelerate their growth through a new programme providing:

- A long term relationship with an experienced business account manager who will work with businesses to understand their ambitions, pressures, and the barriers they might be facing.
- A bespoke programme of support drawing on our network of experts in areas such growth finance, international trade, product development, innovation, leadership and management and human resources.

- Specific development 'bootcamps' to kick-start growth through export, improved procurement practices and the introduction of transformational ICT.
- Access to business development networks, both at home and overseas, which provide opportunities for our most ambitious business leaders to collaborate with others.

The exact details and selection criteria for identifying these businesses is in development.

5. Financial implications

- 5.1 In previous years, Business Link was investing £20m annually in support, £3-4m of which would have benefitted Sheffield. The LEGI programme invested around £5m annually in revenue-based business development and support. In addition to this, Yorkshire Forward supported significant business investment activity, for example through their funding for Creative Sheffield. In contrast, in 2011/12 the enterprise programme (formerly LEGI) receives an investment of £1m from mainstream City Council funds and matches this with an equivalent amount of European funding. In total, the overall direct investment in business and investment support in the city is now less than £3m.
- 5.2 In these challenging economic conditions we need a clear, intelligence-based policy position which allows us to make well-informed decisions on where our investment is best directed to deliver the outcomes we want for the city's businesses.
- 5.3 Whilst real financial pressures exist, the Government is beginning to devolve more powers and finance at city and city region level. We need strong leadership to meet the challenge of financial devolution and position ourselves to make the most of new financial tools for growth like Regional Growth Fund, Growing Places Fund and the Sheffield City Region Investment Fund agreed as part of the 'City Deal' with Government.

6. Corporate implications

- 6.1 The Council's Corporate Plan 2011-14 identifies the following as three of the four main priorities for the city that will set the direction of the Council at least until 2014:
- *Standing up for Sheffield* – Doing the right things for the people and businesses in the city.
 - *Focusing on jobs* – Encouraging and supporting businesses to grow so that more jobs are created in the city; building strong relationships with businesses in the city to encourage wealth to stay in Sheffield; encouraging enterprise.

- *Business-friendly* – Demonstrating through everything the Council does that we want businesses to succeed in Sheffield.

6.2 Support for the city's businesses is critical to meeting these priorities and building a strong, competitive economy that Sheffield people benefit from, resulting in economic growth and creating more and better jobs.

7. Equality implications

7.1 Fairness is at the heart of the Council's values in the sense that we want everyone to have a fair chance to succeed in Sheffield. Reducing inequality is crucial to increasing fairness and we want Sheffield's people and communities to be well-connected to work opportunities.

7.2 A range of issues can restrict people's ability to connect to jobs, for example, low levels of personal confidence and lack of aspiration, limited access to transport, poor health and the cost of childcare. The actions set out in this report will be supported by activities aimed at raising aspirations among the city's residents and connecting them to job opportunities to build a more inclusive city.

7.3 Any recommendations from the Fairness Commission report on short and long term measures required to tackle inequalities that are relevant to supporting people to become self-employed, start up a business or take up job opportunities in the city's growing business base will be taken into consideration in the ongoing development of this programme of activity.

8. Risk implications

8.1 Without a coherent approach to supporting and investing in the city's start-up businesses and SMEs, the business community could lose confidence in Sheffield as a place to invest or grow a business. This could have damaging consequences for the number and quality of jobs on offer in the city and the long-term prosperity of the city's residents.

9. What does this mean for the people of Sheffield?

9.1 We know that a strong, sustainable and resilient economy driven by growth in the private sector is vital to the economic future of the city, and the health and well-being of the people that live here.

9.2 Investing in actions to support people into self-employment, start up a business or take up opportunities in the city's growing business base will help to build a stronger economy, remove barriers to work for vulnerable groups, raise people's aspirations and improve their chances of taking up job opportunities, improve well-being among individuals and communities, and build a more inclusive city.

10. Recommendations

10.1 The Scrutiny Committee is being asked to:

- Provide their views and comments on the programme of activities set out in the report
- Discuss the programme of activities with the business representatives attending the meeting to identify gaps in provision and develop further ideas for supporting start-ups and SMEs in the city
- Identify any specific issues for more detailed consideration or action at a future meeting of the Scrutiny Committee and/or through other groups like the Sheffield Business Advisory Panel, the Sheffield Chamber of Commerce and the Federation of Small Businesses.



Agenda Item 9

Report to Economic and Environmental Wellbeing Scrutiny & Policy Development Committee 20 September 2012

Report of: Mick Crofts, Director Business Strategy and Regulation

Subject: Review of Household Waste Recycling Centres

Author of Report: Alastair Black, Waste Strategy Officer, Tel 0114 2037621

Type of item: The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	x
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	

Category of Report: OPEN/

Introduction

Earlier this year, petitions were presented to Full Council by the Socialist Party and the GMB, opposing the reduction in opening hours to the City's Household Waste Recycling Centres.

The petitions (attached at appendix 1) were referred to this Committee by Full Council for further consideration.

This report provides the Committee with background information to help inform the discussion. It answers questions raised by the petitioners around:

- Why the service is not provided directly by the Council
- Why and how reduced opening hours were introduced
- The re-tendering process of the Household Waste Recycling Centre Service
- Value for money of the contract.

Recommendations

That the Committee considers this information and hears from representatives of the trades union before deciding whether any further scrutiny activity is required.

1.0 Background

- 1.1 Sheffield City Council is required by law to provide a Household Waste Recycling Centre (HWRC) service. There are currently five HWRC's across Sheffield. Through these sites the Council discharges its duty under the Environmental Protection Act (EPA) 1990 to make available to its residents places where they can dispose of their household waste free at point of use. There is no statutory minimum level of provision, therefore it is a matter for local judgement and decision making as to how many sites there should be as well as the days and times of opening.
- 1.2 Sheffield's five sites are provided through the Council's 35 year fully integrated contract with Veolia Environmental Services (VES). At the start of their contract, VES took the decision to continue to sub-contract the operation of the five HWRC's. VES are responsible for the management function of this sub-contract, including maintaining the infrastructure and ensuring that any relevant legislation is complied with.
- 1.3 Sub-contracts are routinely market tested every five years to ensure that they are still delivering value for money.
- 1.4 At the start of the planning process for the 2010/11 budget local residents, businesses, members of staff and our delivery partners were asked to give us their ideas for how the council could save money or do things differently.
- 1.5 This was the start of "The Big Debate" consultation and offered residents in Sheffield the opportunity to give their views on Sheffield City Council's approach to the financial challenges it was facing. The evidence it provided informed the budget setting process for 2011/12.
- 1.6 Following 'The Big Debate' the following changes were accepted by Full Council on the 4th March to reduce the Waste Management budget for 2011/12. The changes to services included :
 - Ending the subsidy for bulky collections;
 - Ending the free collection of household fridge/freezers;
 - Reduction in funding to the Veolia waste awareness budget from the City Council to support waste awareness publications and programmes;
 - Extending the working day and working week for waste collection;
 - Waste service reductions of: reduced opening by two days a week (from 7 days to 5 days a week) at all HWRC sites;
 - Ending funding for Community Skip service and Bring Out Your Rubbish Days;
 - Waste Management Information Officer Post Reduction;
 - Refinancing of certain assets currently financed by Veolia.

- 1.7 The estimated savings from the two day closure at the five HWRCs was £408k, based on fixed contractual costs. However the number of days the centres would be closed was increased by an additional day by an amendment made by the Leader of the Council in May 2011, saving a further £204k, giving a total estimated budget saving of £612k.
- 1.8 While a decision to reduce the number of opening hours had been agreed, it could not be fully implemented by the company that was running the sites at that time. In an attempt to make the required budget savings the hours of operation changed to 9am to 6pm, 7 days a week, throughout the year. Prior to this they operated from 8am to 7.30pm in the summer (1st April to 31st September) and 8am to 5.30pm in the winter (1st October to 31st March).
- 1.9 As the Council was unable to implement the reduction in opening hours to achieve the required budget saving it was decided to implement the full budget saving when the sub-contract for the operation of the five sites was due for market testing, which was in the spring 2011 as the existing contract expired on the 31st December 2011.
- 1.10 In June 2011 the retendering process started, with the tender based on the principle that at least one site of the five sites would operate in the week, Tuesday to Thursday and all sites would be open Friday to Monday. See Table 1 below. The operating hours being 9am to 6pm.

Table 1.

Site	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Beighton Rd	Open	Open	Closed	Closed	Open	Open	Open
Blackstock Rd	Open	Closed	Closed	Closed	Open	Open	Open
Deepcar	Open	Closed	Closed	Closed	Open	Open	Open
High green	Open	Closed	Closed	Closed	Open	Open	Open
Douglas Rd	Open	Closed	Open	Open	Open	Open	Open

- 1.11 Following the complete tendering exercise, SOVA Recycling Ltd was nominated as the preferred bidder.
- 1.12 From 1st January 2012 SOVA Recycling Ltd has been running the Household Waste Recycling Centres in Sheffield. However following meeting on the 22nd December 2012 between the workforces's Union representatives, SOVA recycling Ltd, the Council, VES and ACAS the proposed operating days as detailed in the tender document were not implemented.
- 1.13 Following further consultation between the workforce through their trade Union representatives, SOVA Recycling Ltd, Sheffield City Council and VES, the opening hours were revised, as shown in Table 2, and were implemented on the 3rd June 2012.

Table 2.

Site	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Beighton Rd	Open	Closed	Open	Open	Open	Open	Open
Blackstock Rd	Open	Closed	Closed	Closed	Open	Open	Open
Deepcar	Open	Open	Closed	Open	Open	Open	Open
High green	Open	Open	Open	Closed	Open	Open	Open
Douglas Rd	Open	Open	Open	Open	Open	Open	Open

- 1.14 The opening times also changed to 10am to 6pm between 1st April and 31st September and 10am and 5pm between 1st October and 31st March. This allowed for the same budget saving to be achieved but meant the sites were open more when there was the greatest demand, particularly in the peak green growing season. The estimated number of compulsory redundancies was also reduced from 9 to 6.
- 1.15 SOVA Recycling Ltd was asked, as were all those organisations who submitted a bid, how they proposed to allow trade waste to be accepted at the sites.
- 1.16 This requirement came from the City's Waste Strategy 2009-2020 which said the Council would explore accepting trade waste from SME (Small and Medium Enterprises) to help stimulate and support businesses in diverting their waste from landfill and promote increased recycling.
- 1.17 Due to the licences under which the five sites operate, household waste and trade waste must be kept separate. This meant that a site had to be chosen which would need to be closed to the public during the periods it would be accepting trade waste.
- 1.18 SOVA Recycling Ltd specifically chose the Blackstock Road site for this purpose, with the decision being based on its more central location, with Douglas Road being deemed unsuitable due to its layout and the fact the buildings on the site were needed to process recycling materials 7 days a week.
- 1.19 The changes made to operating hours made on the 3rd June 2011 were not accepted by the workforce.

2.0 Contract requirements

- 2.1 In 2001 Sheffield Council City entered in to a 30 year fully integrated contract with Veolia Environmental Services (VES) which was extended to a 35 year term in 2003. The Contract is to provide a cradle to grave service for household waste in Sheffield. Therefore VES are responsible for ensuring that the Council meets its legal obligations in relation to provide waste services to Sheffield residents. As well as being responsible for the collection and disposal of household waste, VES services are responsible for managing Sheffield's five household waste recycling centres.
- 2.2 The contract gives VES exclusivity in providing all services, transferred in 2001, for the duration of the contract. The Council has the option to bring the operation of the sites back in house, however the Council would be required to terminate this element of the contract with VES. At the moment the Council has no reasonable grounds to do this.
- 2.3 The five HWRC's in Sheffield are located around the City based on former landfill sites. The sites are leased to VES, for the length of the Council's contract with them. In turn VES are responsible for providing and maintaining the infrastructure at the sites, including machinery and

- waste containers. VES receive a payment for doing this and is included the Councils budget for the sites.
- 2.4 The contract does not prevent VES from providing any additional sites.
 - 2.5 The operation of the five sites has been sub contracted out since the early 1990s, with the Council at that time being directly responsible for the managing of the sub contract on a day to day basis. The responsibility for managing this sub contract on a day to day basis was transferred to VES in 2001.
 - 2.6 None of the site workers who were transferred by TUPE to SOVA Recycling Ltd had ever been employed in the same role by Sheffield City Council or VES.

3.0 Retender process

- 3.1 In June 2011, as the existing contract was due to end on December 31st 2011, VES advertised for expressions of interest to be submitted to operate and maintain the Cities five HWRC's. This was advertised in the trade magazine MRW (Materials Recycling Weekly) and on both the Council's and VES websites. Those wishing to express an interest were asked to do so by 24th June 2011.
- 3.2 VES received 14 expressions of interest; all 14 were supplied with the tender document and were asked to submit their tender by 19th August 2011.
- 3.3 The tender document stipulated that the 5 sites would operate on the principle that at least one site would operate in the week, Tuesday to Thursday and all sites would be open Friday to Monday. Therefore the bids received were modelled on this basis. Attached as appendix 2 is instructions and specification taken from the tender document that was sent out.
- 3.4 The tender specifically excluded providing any haulage or disposal for the majority of materials accepted at HWRC's as these elements are carried out by VES.
- 3.5 The closing date for bids was the 19th August, but after a request from several potential bidders the closing date was extended for a further two weeks.
- 3.6 Following the extension VES had received three bids.
- 3.7 The bids and submitted documentation were evaluated using the criteria that had been published in the tender document. Competitive interviews were undertaken with all three bidders on the 11th October 2011 and following negotiations bidders were asked to submit best and final offers by 5pm on the 14th October 2011.
- 3.8 The panel evaluating the tender's were made up of one officer from VES, one officer from the Councils Waste Management service and one officer from the Council's Commercial Services directorate.

- 3.9 Approaches were made by the workforce's Union representatives to be part of the re-tendering process, however as the contract was with VES and not the Council the request was turned down on the grounds of commercial confidentiality.
- 3.10 Following the complete tendering exercise, SOVA Recycling Ltd was nominated as the preferred bidder based on the outcome of the competitive tendering exercise.
- 3.11 The contract that VES has with SOVA allows them to retain the income from the sale of bric-a-brac, textiles, batteries and non-ferrous metals up to £150k, after this there is a profit sharing mechanism with the Council and VES.
- 3.12 Through a press release on the 30th May 2012 SOVA Recycling Ltd confirmed that over the last five months the average income per month from the resale of these items had been :-
- Textiles £6.25k
 - Non-ferrous metals £1.6k
 - Bric-a-brac £3.75k
 - Batteries £0.8k
- 3.13 The Council shares the income (50/50) with VES, for all ferrous metals and paper/card. This income in 2011 was £213,288 for ferrous Metal and £12,494 for Paper / Card.
- 3.14 Neither the Council nor VES receive any income from the sale of the following items:-
- Green Waste
 - Soil and Brick Rubble
 - Wood & Chipboard
 - Textiles
 - Oil
 - WEEE – Waste Electrical and Electronic Equipment
- 3.15 For WEEE, VES are signed up to a national compliance take-back scheme which means all electrical items taken to the sites are disposed of free of charge, including fridges and freezers.
- 3.16 VES are audited by the Council on a regular basis to ensure that they are complying with the contractual requirements of the profit share.

4.0 Handover

- 4.1 In November 2011, following the conclusion of the competitive tender exercise the process of transferring the existing workforce under TUPE began.
- 4.2 Due to the reduction in the number of days the sites were to be open, it meant that the workforce would need to be reduced. On 29th November 2011 the Council, SOVA Recycling Ltd, the existing contractor and VES met with the workers and their trade union representatives to discuss the transfer of the sub-contract from the previous contractor to SOVA Recycling Ltd.
- 4.3 On the 22nd December 2011, following a meeting between the Council, VES, SOVA Recycling Ltd and ACAS the workforce, through their trade union agreed to suspend their industrial action for one month, to allow for an extended consultation period of three months.
- 4.4 The additional three months were to allow for the workers, supported by their trade union, to carry out a number of initiatives that would create enough income at the sites to offset the necessary budget savings needed. These initiatives were :-
- **HWRC Gate Restrictions** – Restricting access to Sheffield residents only and introducing an entry charge of £1;
 - **COTC (Certificate of Technical Competence) cover at sites** – Change who was responsible for carrying out the checks;
 - **Trade Waste** – Examining the provision of a chargeable disposal service for trade waste at a HWRC site;
 - **Landfill Diversion** – Examining how more non-recyclable waste could be sent to the Energy Recovery Facility (ERF) to lower the disposal costs, based on landfill tax.
- 4.5 Unfortunately none of the initiatives that were put forward were successful in generating any income as they either could not be implemented due legal reason's or were already requirements of the contract VES had signed with SOVA Recycling Ltd.
- 4.6 SOVA Recycling Ltd was already expected to be diverting waste from the sites away from landfill as well exploring the acceptance of trade waste at the sites.
- 4.7 In March 2012 following a meeting between SOVA, Council Officers, Members and the workforce's Union representatives it was agreed to delay the introduction of reduction in operating days until June 2012 to allow for further options to be considered.
- 4.8 Following further consultation between the workforce, through their trade Union representatives, SOVA Recycling Ltd, Sheffield City Council and VES the opening hours were revised. The revised hours (Table 2.) meant that the estimated number of compulsory job loses were reduced from 9 to 6.

4.9 This new proposal was put to the workforce's union representatives on the 22nd May 2012, but was rejected.

4.10 On the 3rd June 2012 the new opening times were implemented. This resulted in three members of staff being made redundant however they were later reemployed meaning no compulsory redundancies were made by SOVA Recycling Ltd.

4.11 Since SOVA Recycling Ltd have taken over the running of the sites the workforce term's and condition's have improved, with the following addition's :-

- i. A contract with guaranteed hours
- ii. Time and half for working bank holidays, plus a day of in lieu
- iii. An additional bonus scheme for the diversion of waste from landfill to the ERF

5.0 What does this mean for the people of Sheffield?

5.1 An Equalities Impact assessment was carried out to assess the potential impact off the reduction in opening days at the HWRC's on protected groups within Sheffield. The assessment found that that while there would be a reduction in the times when the sites were available to be used, no negative impact was found as the service was still available seven days a week.

6.0 Recommendations

6.1 That the Committee considers this information and hears from representatives of the trades union before deciding whether any further scrutiny activity is required.

GMB@Work FIGHTING TO PROTECT RECYCLING SERVICES IN
SHEFFIELD

GMB - FIGHTING TO SAVE JOBS AND SERVICES IN SHEFFIELD



PLEASE HELP US IN OUR FIGHT TO SAFEGUARD
SHEFFIELD'S RECYCLING SERVICES AND JOBS

The GMB are campaigning in Sheffield to keep your 5 Recycling Centres (DUMP IT SITES) open in the City. Current proposals will mean that these sites will close to the public through the week in June, but these closures will increase in the winter.

SOVA hold the current contract for running these sites, they won this through a Council/Veolia tender in January 2012. We are aware that their original bid was for £1 million per year but the Council and Veolia told them to cut their bid to just over £600,000. A request for information about the finances of this service through the Freedom of Information Act submitted by the GMB has revealed that the Council are paying Veolia over £941,000 per year for the service. We know that at least a further £900,000 is generated through the recycling operation itself.

We believe this service generates enough income to enable these sites to remain open to the public and maintain this excellent and vital recycling service at a time when general waste collections and green waste collections are being cut. Furthermore, the current proposals will not only see job losses but cuts to hours and pay for the workers on these sites, workers who are already amongst the lowest paid in the City.

Please sign our petition and write to your Councillors and MP's if you agree and ask them: What are they doing to protect waste recycling in Sheffield?

YOU CAN GET PETITIONS AND STANDARD LETTERS FROM
THE GMB OFFICE ON NORFOLK STREET.

You can join the GMB on line at gmb.org.uk/join.

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NO TO CUTS!
DEFEND OUR ENVIRONMENT!
SUPPORT TUSC!

STOP RECYCLING CUTS!

Sheffield's Labour Council are planning to reduce the times recycling centres are open, as part of the overall cuts to the Council's budget. These cuts will lead to a reduced service for the public, redundancies in the workforce and an increase in fly-tipping. The centres are currently run by private firms who make profits from the money the Council give them and selling on much of the waste – whilst the workers only get national minimum pay rates.

We, the undersigned, oppose these cuts and call for:

- **Recycling centres to be brought back under direct Council operation**
- **No reductions to opening hours and no redundancies**
- **Decent pay and conditions for workers in line with other Council workers.**

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CONTRACT TENDER DOCUMENT

OPERATION AND MANAGEMENT OF HOUSEHOLD WASTE RECYCLING CENTRES

Section 1 Introduction & Timetable

For the purpose of this tender document :-

“The Company” is Sheffield Environmental Services (Sheffield) Ltd.

“The Authority” is Sheffield City Council.

The “Successful Tenderer” is the company who provide the most economically advantageous tender by way of a solution to the requirements set out in this document.



The Successful Tenderer will be invited to enter into an agreement with The Company.




This contract will commence no later than 1st January 2012 for a period of five years.

The Successful Tenderer will also be required to enter into a Collateral Warranty and Direct Agreement with The Authority.

The Company provide a fully Integrated Waste Management Service to the Council through a 35 year sub-contracted arrangement which was awarded in 2001. Day to Day Management and operation of the Contract includes providing Household waste collection services, disposal services, operation of Sheffield’s Energy Recovery Facility, operation of the City’s District Energy, Commercial Waste Services and Management of the Household Waste Recovery Centres.

These are as follows:-

<p><u>Beighton Road HWRC</u></p> <p>Beighton Road, Woodhouse, S13 7PS</p>	
<p><u>Blackstock Road HWRC</u></p> <p>Blackstock Road, Gleadless, S14 1FY</p>	

<p><u>Deepcar HWRC</u></p> <p>Manchester Road, Deepcar, S36 2BT</p>		
<p><u>Greaves Lane HWRC</u></p> <p>Greaves Lane, High Green, S35 4GR</p>		
<p><u>Longley Avenue West HWRC</u></p> <p>Longley Avenue West, Shirecliffe, S5 8WA</p>		

Household waste can be taken to any of the city's 5 Household Waste Recycling Centres (HWRCs). These centres have been refurbished so that as much waste as possible taken to the sites can be reused or recycled.

More information about the sites can be found on the following website

<http://www.veoliaenvironmentalservices.co.uk/Sheffield/Waste-and-Recycling/Household-Waste-Recycling-Centres/>

Timetable

<u>Action</u>	<u>Due Date</u>
Release Tender Document	<u>22/07/2011</u>
Tender Familiarisation and site visits	<u>W/C 1st August 2011</u>
Tender Return Date	<u>17:00 19th August 2011</u>
Tender Evaluation and Interviews	<u>W/C 22nd August 2011</u>
Contract Commencement Date	<u>No later than 1st Jan 2012</u>

CONTRACT TENDER DOCUMENT**OPERATION AND MANAGEMENT OF HOUSEHOLD WASTE RECYCLING CENTRES****SECTION 2****2.1 Instructions and Invitation**

- 2.1.1. These Instructions to Tenderers are intended to introduce the tender documents and explain the requirements for the submission of a formal tender for the Operation and Management of the Household Waste Recycling Centres.
- 2.1.2. A tender shall be submitted accompanied by the pricing schedule (Section 7) of this Document duly completed in typescript or in ink. Tenderers must observe the following:-
- 2.1.2.1. All blank spaces on the Form of Tender Schedules shall be filled in with the required information or where not applicable to the Tenderer's offer, a horizontal line shall be drawn.
 - 2.1.2.2. No alteration shall be made to the Form of Tender or Specification and Schedules; any correction of prices or other data must be re-written in ink both in figures and words and duly signed.
 - 2.1.2.3. All parts of the Invitation to Tender documents shall form part of the Contract.
 - 2.1.2.4. All prices submitted are to be exclusive of value added tax. Value added tax should apply at the rate current at the time of invoicing.
- 2.1.3. Companies who submit a tenderer may be required to attend a competitive interview giving details of their bid, pricing schedule and details of their operational solution to achieve the required levels of recycling and beyond. Companies submitting a tender will be notified of the date and time of these presentations after the tender closing period along with further details of areas that should be covered in their presentations. The content of the presentation and the submission of this tender will be used to evaluate the bid.
- 2.1.4. In the event that the existing Contractor does not wish to bid for the Contract or is unsuccessful in retaining the Contract, for the avoidance of doubt, the Transfer of Undertakings (Protection of Employees) Regulations 2006 ("TUPE Regulations") will operate so as to transfer those employees currently employed by the existing Contractor and assigned to the Contract to the incoming Contractor and the TUPE Regulations will operate so as to protect those transferring employees' existing terms and conditions of employment. Outline TUPE information required to complete this tender document is supplied at Appendix A
- 2.1.5. Full Information on those transferring employees will only be made available in the final stages of the tendering process.
- 2.1.6. All tenders are to be submitted on the attached pricing schedule as detailed in Section 7.

- 2.1.7. The Company will have the right to make deductions from the monthly charge subject to the Performance Deduction criteria as detailed in section 8 and Section 9.
- 2.1.8. The Tenderer shall complete the attached Collusive Tendering form following in respect of an anti-collusion warranty.
- 2.1.9. The Tenderer shall complete the attached Form of Tender (Clause 2.9) to include the contact details of the name of the Lead Tendering Manager and the name and address of the company bank.

2.2. Submission of Tender and Date

- 2.2.1. The Tender documents duly completed must be returned by electronic mail to the following people:
- 2.2.1.1. XXXXXXXX.XXXXXX@Veolia.co.uk
- 2.2.1.2. wastecontract@sheffield.gov.uk
- 2.2.2. The Tender must be delivered to the above Electronic Mail addresses no later than **17:00** hrs 19th August 2010. Late entries will not be considered.

2.3. Period for Acceptance

- 2.3.1. Tenders must remain open for acceptance for a period of 90 days from the date of receipt of the Tender.

2.4. Acceptance of a Tender

- 2.4.1. The Company does not bind itself to accept the lowest or any tender and reserves the right to accept and reject part(s) of the tender if the tender invitation requires a breakdown of prices. The Company will not be responsible for or pay any expenses incurred by the Tenderer in the preparation of his tender.

2.5. Enquiries and Site Visits

- 2.5.1. Any Tenderer having doubts as to the meaning or interpretation of the specification, or wanting further information should contact in the first Instance Mr Andrew Graham at Lumley Street Service Centre on 0114 228 3612 or by email to Andrew.Graham@veolia.co.uk. Please note that all questions should also be provided in written format and responses may be shared with other Tenderers to enable an open transparent process.
- 2.5.2. The Tenderer is invited to visit the sites to satisfy him/her self of the nature and type of work involved, the exact position of the site, local conditions, means of access to and conditions of the site. The supply of conditions affecting labour, the locations of existing structures, pipes, duct cables and other facilities and to generally obtain information on all matters affecting the execution of the work as no claim on the grounds of want of knowledge in this respect will subsequently be entertained.

- 2.5.3. The sites may be inspected by prior appointment, times and dates will be issued to Tenderers by contacting XXXXXXXX (HWRC Manager) at Lumley Street Service Centre on 0114 XXXX XXXX.

2.6. Tender Response

- 2.6.1. The Tenderer shall provide specific details of the method of operation of the sites and the recycling outlets to be used in the form of a detailed end to end method statement including full details of operational aspects of the Service and the arrangements for receipt, separation and recycling of waste brought to the sites
- 2.6.2. The Tenderer must have regard to Section 3 of this document which details the Specification.
- 2.6.3. The Tender and Tender price shall consider and demonstrate how the revenue and income from the sales of materials that the Tenderer will benefit from, (these are set out in section 3.1.10) contribute to a reduction in contract price. Historic data is provided attached at Appendix D.
- 2.6.4. The response should also include cost savings and efficiency proposals and commitments as to how and when these would be achieved.
- 2.6.5. For those materials detailed in Appendix D, the Tenderer shall provide evidence to confirm that the final disposal points for recycled material are licensed to accept the waste, comply with all relevant legislation and also details of the final destination of the collected material.
- 2.6.6. The Tenderer shall submit with his tender a current copy of the waste carrier licence for any of their proposed Haulier(s).
- 2.6.7. The Tenderer shall also provide details of any prosecutions or warnings they have received from any statutory body in relation to any other waste management facility they operate now or may have operated in the past.
- 2.6.8. Tenderers should explain the quality assurance processes they propose to deploy in support of each particular area of operation and how they propose to deliver it. This should include elements such as:
 - 2.6.8.1. Details of staff who will be undertaking this specific work and their qualifications.
 - 2.6.8.2. A description of the management and administrative resources to be used in the operation of the Service
 - 2.6.8.3. Customer Service arrangements for the project, staff care training, complaints management.
 - 2.6.8.4. Management of Subcontractors (with details of who they are and the work they are performing)
 - 2.6.8.5. If ISO or equivalent certified, a current certificate should be provided.
- 2.6.9. Where relevant Tenderers should outline their proposals for supporting:
 - 2.6.9.1. Reductions in carbon emissions

- 2.6.9.2. Sustainable land management
- 2.6.9.3. Air quality
- 2.6.9.4. Noise & Vibration
- 2.6.9.5. Sustainable Materials
- 2.6.9.6. Waste Resource Management

- 2.6.10. Tenderers shall evidence all steps taken to minimise the environmental impact of this contract.
- 2.6.11. Tenderers should outline their proposals for managing health and safety specific to compliance with relevant legislation and regulations in this field. A risk assessment and outline Health and Safety Plan should be included as part of the tender submission.
- 2.6.12. The Company is also inviting proposals on how one of the Household Waste Recovery Sites may be utilised to generate revenue from charging to accept commercial waste if it was closed to the general public. These activities should be documented as an outline business plan for development clearly documented as to how this would be achieved and how it would contribute to reducing the contract price to the Company or how revenues would be shared.
- 2.6.13. Any other innovative ways in which the sites could be utilised to generate revenue to mutual benefit will be considered as part of the tender, providing that they are set out in reasonable level of detail and supporting evidence of how this has and will be achieved is documented. This could include as an example, the re-sale of materials collected such as garden waste for compost sales.
- 2.6.14. The Tenderer shall supply details of their suitability to undertake this Contract and where possible provide all documentary evidence to enhance this claim.
- 2.6.15. The Tenderer shall submit with his tender evidence from his Insurers or Insurance Brokers to confirm the existence of insurance cover as required by the Contract clause 4.17 including renewal dates. These details should be entered in Clause 2.10
- 2.6.16. Tenderers should provide contact details for 3 references who can be approached to testify to the quality of examples of similar work carried out on previous occasions.
- 2.6.17. Tenderers should provide a current Equal Opportunities Policy document.
- 2.6.18. Tenderers should provide Health and Safety and Environmental Policy documents.
- 2.6.19. Tenderers should provide previous full year audited accounts for review.
- 2.6.20. Where applicable the Tenderer shall include a list of proposed Sub Contractors with the tender with appropriate references. Additional sub-contractors can only be used with prior approval of The Company and are subject to the same conditions of operation as the Tenderer.

2.7. Tender Evaluation

- 2.7.1. Tender Evaluations will be conducted in an open fair and transparent manner.

2.7.2. Tenders will be evaluated by a panel of specialists from both Sheffield City Council and the Company.

2.7.3. Tenders will be evaluated on the basis of Most Economically Advantageous Tender (a balance of quality and price)

2.7.4. A high level evaluation criteria is provided below;

Category	Weighting Criteria	
Financial	Pass/Fail	
Technical	6%	This will consider such things as previous experience, staff qualifications, capability, references,
Method of Delivery	15%	Detailed submission of how the services will be delivered and the outcomes of the Company and the council are met, identification of relevant legislation and adherence. This will also consider innovation and the proposals to commercialise a site
Quality	10%	How will contractor quality assure the services, provide customer care, liaise with other contractors, meet & report etc
Compliance	5%	Agreement to terms and conditions and adherence to the process
Health & Safety	7%	Provide a H & S policy and outline risk assessment for the work identifying issues and how they will be managed. Previous H & Safety breaches.
Social Responsibility	5%	Equality & Diversity statements / breaches. Environmental Management proposal for the sites what are the key risks etc. Equal opportunities of access to services by public

2.7.5. Thereafter, the deciding factor shall be affordability and price. Ideally the Tenderer that performs the best against the non-price criteria will also provide the most affordable and competitive priced tender. However, affordability and price may dictate that a tender that is compliant with the Company's non-price requirements, but not necessarily the outright best, is preferred.

2.8. English Law

2.8.1. If following submission of a tender, a contract is entered into; it will in all respects be constructed and operated as an English Contract and in conformity with English Law.

2.9. Tenderer's Contact Details

Name of Tenderer:

.....

Position Held within the Company

.....

Address for Correspondence:

.....

.....

.....

Name of person to ask for:

.....

Telephone No:

.....

Extension:

Tenderer's Reference:

Name and Address of Tenderer's Bank:

.....

.....

.....

.....

TENDERER'S SHOULD ENSURE THEY COMPLETE THE FOREGOING INFORMATION AS ANY FAILURE TO DO SO MAY RESULT IN THE TENDER BEING INVALID.

2.10. Insurance

In the event of this tender being successful the following annual/omnibus policies will cover the provisions of the Contract relating to insurance as follows:-

Employers Liability Insurance

Policy No:

Insurance Company:

In Force **from** **to**

Limit of Indemnity **£**

Third Party and Other

Policy No:

Insurance Company:

In Force **from** **to**

Limit of Indemnity **£**

Other

(If relevant, details to be stated by Tenderer)

.....
.....
.....

Where no annual/omnibus policy exists or the limit of indemnity is inadequate specific cover will be arranged.

Excesses, exceptions, exclusions and limitations on the policy shall be the responsibility of the Tenderer.

In the event of a Contract we undertake to inform you if any of the above insurance's are discontinued before the end of the period of cover required by the provisions of the Contract.

Signed: Dated:

Title:

2.11. Collusive Tendering

2.11.1. The essence of the procurement process is that the Company shall receive bona fide competitive Tenders from all Tenderers. In recognition of this principle and in signing below I/we warrant this is a bona fide Tender, intended to be competitive and that I/we have not fixed or adjusted the amount of the Tender or the rates and prices quoted by or under or in accordance with any agreement or arrangement with any other party.

Collusive Tendering Warranty

I/We also confirm that I/we have not done and undertake that I/we will not do at any time any of the following acts:

- a) communicate to a party other than the Company the amount or approximate amount of my/our proposed Tender (other than in confidence in order to obtain quotations necessary for the preparation of the Tender and/or insurance); or
- b) enter into any agreement or arrangement with any other party that s/he shall refrain from tendering or as to the amount of any Tender to be submitted; or
- c) offer or agree to pay or give or pay or give any sum of money inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused any act or omission to be done in relation to any other tender or the proposed Tender.

In this Schedule:

- the word “person” includes any person, body or association, corporate or incorporate;
- the phrase “any agreement or arrangement” includes any transaction, formal or informal whether legally binding or not.

Signed for and on behalf of the above named Tenderer:	
Signature:	
Printed Name:	
Position:	
Date:	

2.12. Form of Tender

Tender for OPERATION AND MANAGEMENT OF HOUSEHOLD WASTE RECYCLING CENTRES

To Sheffield Environmental Services Limited ('the Company')

*

_____ (the Contractor)

(* Insert the full name of the Potential Provider completing the Tender – the name must be consistent with the one named on the Expressions of Interest submission.)

Whose address is:	
Telephone number:	

I/We undertake and agree to supply and deliver goods, carriage paid, or provide services to the reasonable satisfaction of the Council for the period specified in the Contract and in accordance with the terms of the contract. Such terms of the contract are to be agreed and recorded in writing and duly signed by both parties.

No conditions submitted or referred to by me/us when Tendering or at any other time shall form part of the contract unless otherwise agreed to, in writing, by both parties and then included in the contract terms.

I/We declare that this Tender will remain valid for 90 days.

This 90-day period will commence on _____.

I/We agree that there will be no binding agreement between us unless there is a written contract signed by both parties.

I warrant that I have all the requisite corporate authority to sign this Tender.

Signed for and on behalf of the above named Tenderer:	
Signature:	
Printed Name:	
Position:	
Date:	

CONTRACT TENDER DOCUMENT**OPERATION AND MANAGEMENT OF HOUSEHOLD WASTE RECYCLING CENTRES****SECTION 3 - SPECIFICATION****3. Specification****3.1. Site Operation**

3.1.1. There are currently five Household Waste Recycling Sites (the "Sites") within the scope of this tender that accept household waste from residents within the Sheffield area. Acceptable waste brought onto the site is sorted and stored in containers for collection.

3.1.2. The opening hours of the Sites will be as follows:

- 3.1.2.1. 09:00 to 18.00pm
- 3.1.2.2. All Sites must be open to the public Saturday, Sunday & Monday
- 3.1.2.3. Each Site will be closed 3 days per week.
- 3.1.2.4. At least 1 Site must be open at all times.
- 3.1.2.5. Sites will be closed Christmas Day, Boxing Day and New Years Day.

3.1.3. The requirement is for the Management and Operation of the Household Waste Recycling Centres. The Sites have a current recycle rate of 60% of the waste throughput of the Sites, with a minimum of 45% recyclates excluding Soil and Rubble. Soil and Rubble are not currently counted as part of the recycling calculation. The Successful Tenderer will be expected to maintain and exceed the recycling rates.

3.1.4. It is the responsibility of the Successful Tenderer to determine which waste streams shall be recycled to achieve the required recycling rate. However the following waste types must be removed from the General Waste and placed in the recycling containers supplied by The Company as per the current working arrangements:-

- 3.1.4.1. Bric a Brac – Items of Household Waste which as an item are able to be re-used and which do not currently fall into any of the other categories as listed below.
- 3.1.4.2. Green Waste
- 3.1.4.3. Soil and Brick Rubble
- 3.1.4.4. Scrap Metal – Including Non Ferrous metals
- 3.1.4.5. Televisions
- 3.1.4.6. Fridges
- 3.1.4.7. Plastics
- 3.1.4.8. Glass
- 3.1.4.9. Chemical Banks – currently only located at Blackstock and Douglas Road.
- 3.1.4.10. Fluorescent Tubes
- 3.1.4.11. Batteries
- 3.1.4.12. Paper
- 3.1.4.13. Card
- 3.1.4.14. Wood & Chipboard

- 3.1.4.15. Textiles
 - 3.1.4.16. Oil
 - 3.1.4.17. Gas Canisters
 - 3.1.4.18. WEEE – Waste Electrical and Electronic Equipment.
 - 3.1.4.19. Any Hazardous Waste not included in the above list.
- 3.1.5. The Company reserves the right to increase the specified waste streams which require segregation without incurring additional costs from the Successful Tenderer.
- 3.1.6. The Successful Tenderer will be responsible for organising the transport for the removal of all materials from the Household Waste Recycling Sites. Currently the haulage of the specific waste streams from the sites is provided by The Company's own waste collection division at Beighton in Sheffield. This service will be provided to the Successful Tenderer at no additional cost. However the administration of the collections and effective communications associated with this will still remain the responsibility of the Successful Tenderer.
- 3.1.7. The Company currently pays for the removal of the following waste types and recyclable materials from the Household Waste Sites and this will remain the arrangement. It will be the responsibility of the Successful Tenderer to organise the collection of the full skips, currently with the following companies :-.
- 3.1.7.1. Wood – Collected by Plevins to Viridor (Salmon Pastures MRF)
 - 3.1.7.2. Soil and Rubble – Currently taken by Beighton to Tinsley TFS or Salmon Pastures
 - 3.1.7.3. General Waste—Currently taken by Beighton to Viridor Landfill & TFS
 - 3.1.7.4. Green waste – Currently taken by SJB recycling, Aldwarke
 - 3.1.7.5. Scrap Metals – Currently taken by European Metals Recycling
 - 3.1.7.6. Paper and Card – Currently taken by Beighton to Norwood
 - 3.1.7.7. WEEE – Fridges collected by a third party, CRTs collected by Reclaim Appliances, Small WEEE collected by Reclaim Appliances, Fluorescent tubes collected by Wastecare, Large WEEE collected EMR.
 - 3.1.7.8. Chipboard – Collected by Plevins
 - 3.1.7.9. Household Batteries – Collected by Battery compliance scheme.
- 3.1.8. The Company reserves the right to change the organisations performing the collection service and will inform the successful tender upon any change.
- 3.1.9. Details of waste flows from the five Household Waste Recycling Sites for the year ending 31st March 2011 are detailed in Appendix C of this tender document.
- 3.1.10. The Successful Tenderer may retain any income obtained from the sale of the materials specified only in this clause 3.1.10 but on condition that all the required paperwork under the duty of care to account for their removal and any other information as required by The Company to verify tonnages and recycling outlets;
- 3.1.10.1. Non Ferrous Metals – Not including WEEE
 - 3.1.10.2. Bric-a-Brac – Not Including WEEE or any of the Waste types as required to be recycled by The Company.
 - 3.1.10.3. Lead Acid Batteries.
 - 3.1.10.4. Textiles.

- 3.1.11. The Successful Tenderer will not keep any income from material which falls within the definition of WEEE.
- 3.1.12. It is not the responsibility of the Successful Tenderer to pay for the disposal of televisions, fluorescent tubes, batteries and chemicals which are delivered / received at the sites or directed to the sites by The Company. It shall be the responsibility of the Successful Tenderer to arrange the collection / transport of these materials to the disposal / recycling site. The Company will require details from the Successful Tenderer of these arrangements and will give final approval.
- 3.1.13. The recycling rate may be varied in accordance with the requirements of the Authority's future waste strategy. All Variations to the services provided will be effected through Special Conditions clause 5.8
- 3.1.14. Pricing proposals shall be fixed for the contract period, although consideration may be given to relevant indexation measures (other than RPIX) which should be clearly specified in the tender response.
- 3.1.15. If The Company accepts the Tenderers proposal, the Tenderer will need to satisfy The Company that it has sufficient contingency measures in place to manage all of the Household Waste Recycling Sites within 2 months of the Contract start date. Failure to provide an adequate service will result in termination of the contract. This includes personnel, transport, disposal and recycling outlets.
- 3.1.16. All staff should be suitably trained and experienced to undertake the duties set out in the in this Specification, staff should be trained and experienced in the use of equipment on site and be fully conversant with operating instructions.
- 3.1.17. The Successful Tenderer will have available facilities at all times for the separate deposit of recyclables, segregate and recover as much recyclable material as practicable to reduce waste for direct disposal.
- 3.1.18. Trade transactions should not occur with any party at any of the sites unless instructed in writing by The Company or the Authority to do so. The Authority has introduced a permitting system at the sites. It will be the responsibility of the Successful Tenderer to check members of the public have a valid permit for use at the Household Waste Recycling Sites in accordance with the scheme and to demonstrate how this is being undertaken. It will not be the responsibility of the Successful Tenderer to undertake the administration of the permitting system simply to monitor and prevent access to the sites for members of the public without a valid permit. The Authority or The Company will undertake the administration of the permits.
- 3.1.19. Traffic continuity to and from the site should be maintained at all times.
- 3.1.20. Written records for each site stating the nature and quantities of reclaimed and/or recyclable material and the quantities and nature of residual waste forwarded for disposal on a monthly basis should be maintained. Such records shall be forwarded to The Company on a monthly basis within 7 working days of the month end.
- 3.1.21. The successful tenderer shall ensure that sites not used for any purpose which has a detrimental impact on the operation of the site for its intended purpose.

- 3.1.22. All Management Information must be maintained or provided in such form as The Company may reasonably require.
- 3.1.23. The Successful Tenderer must provide or maintain at their own cost, adequate methods of communication on each site so that they make and receive calls (calls must be answered promptly) and transmit written information electronically.
- 3.1.24. To maintain a list of out of hours emergency contact telephone numbers for key Management Personnel and keep the information fully up to date and supply the information to The Company in order that it has an up to date copy available at all times.
- 3.1.25. The Successful Tenderer must attend at least 2 formal contract meetings per annum with The Company to review the operation of the contract and look at any future development. However it is envisaged that regular operational meeting will take place on a monthly basis.
- 3.1.26. A cost savings and efficiency plan shall be developed to identify and drive efficiencies from the contract. Any efficiencies born from a change in methods or otherwise are to be equally shared with the Successful Tenderer and the Company on a 50/50 basis.

3.2. The Successful Tenderer must ensure the sites:

- 3.2.1. Are operated in accordance with the site licences, the method statement and all current legislation. This includes undertaking any temporary repairs or any other immediate requirements in order to comply with the site license.
- 3.2.2. Are provided with sufficient staff during operational hours to meet the operational needs for service delivery and provide a safe environment for the general public this will require a minimum of three employees at the Beighton, Blackstock and Douglas Road sites and two employees at the High Green and Deepcar sites.
- 3.2.3. The Successful Tenderer will operate procedures to mitigate the entry of all waste which is not domestic waste, on days when designated sites are not open to accept commercial/industrial waste, unless instructed in writing by The Company or the Authority to do so.
- 3.2.4. Have available facilities at all times for the separate deposit of recyclables.
- 3.2.5. Segregate and recover as much recyclable material as practicable to reduce waste for direct disposal.
- 3.2.6. Separate rubble, soil and hard core from other recyclables.
- 3.2.7. Provided the services free of charge to members of the public disposing of household waste at the site.
- 3.2.8. Deposit all materials into the receptacles at the site, to arrange for the removal of reclaimed and recyclable materials and residual waste regularly from site in order to ensure operational continuity is maintained at all times. Material is not to be left loose on the ground.

- 3.2.9. Have fully trained operatives only using the compactor units or other equipment and where appropriate ensure the operatives hold any relevant qualification or specialised training to use this equipment.
- 3.2.10. Co-operate with the Haulier(s) engaged in the removal to licensed disposal facilities of all wastes for which The Company has issued directions for the disposal whether for recycling or disposal. The successful tenderer will be responsible for the removal from the Sites to licensed disposal facilities of all reclaimed or recycled waste not subject to a separate instruction from The Company.

3.3. **TUPE**

- 3.3.1. The TUPE Regulations (the Transfer of Undertakings (Protection of Employment) Regulations 1981 (as amended) will form part of the Contract with the Successful Tenderer.
- 3.3.2. Details of TUPE information required for this tender can be found at Appendix A

3.4. **Sustainable Commitment**

- 3.4.1. The Company has engaged a global debate on Sustainable Development within the Group. It has defined an "Environmental Charter" that consists of 10 guidelines and would like to see its partners share this approach. The Contractor must send an annual report to the Company which states the actions they have conducted in favour of Sustainable Development, in particular in respect of:
- 3.4.2. Reductions in energy consumption (water, gas, electricity)
- 3.4.3. Reductions in waste into the water, air, and the soil
- 3.4.4. Reductions in waste produced during the different stages of production or commercialisation.



Report to the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee

Report of: Policy Officer (Scrutiny)

Date: 20 September 2012

Subject: Work Programme and Cabinet Forward Plan

1.0 Work Programme

The Committee's draft work programme is attached for consideration. The Committee is asked to identify any further issues for inclusion in the work programme.

To ensure that information coming to the Committee meets requirements, Members are requested to identify any specific approaches, lines of enquiry, witnesses etc that would assist the scrutiny process for items on the work programme.

The latest version of the Cabinet Forward Plan is also attached. Consideration of issues at an early stage in the development process gives scrutiny an opportunity to make recommendations to decision makers and maximises scrutiny's influence. The Committee is therefore requested to identify any issues from the Forward Plan for inclusion on a future agenda.

2.0 Review proposal.

Attached at appendix 1 is a proposal for a piece of work looking at the Council's approach to regulating parking on dropped kerbs and pavements. The Committee is asked to consider whether it wishes to include this in its work programme, and if it does, which approach it would like to take.

Recommendations:

That the Committee:

- Considers the work programme and Cabinet Forward Plan
 - Identifies further issues for inclusion on the work programme
 - Considers whether it wishes to carry out a review of the Council's approach to regulating parking on dropped kerbs and pavements.
-

Economic and Environmental Wellbeing Scrutiny and Policy Development Committee
 Draft Work Programme
 Last Updated 11 September 2012

What	Why	How	When
Annual Meeting with Business	To give the Committee an opportunity meet with business representatives to discuss issues of concern and what the Council can do to support business and economic growth across Sheffield.	Round table discussion	20 th September 2012
Household Waste Recycling Centres	Full Council has referred two petitions regarding the reduced opening hours of the household waste recycling centres to the Scrutiny Committee, as well as concerns that the current business model does not represent best value for the Council.	Report	20 th September 2012
Environment, Recycling and Streetscene Update	To hear from the Cabinet Member on progress and performance to date, and future Challenges	Report	15 th November 2012
Highways PFI	To consider plans and progress of the Highways PFI; including discussions with the Contractor	Presentation and discussion	15 th November 2012
Olympic Debrief	To look at the 2012 legacy and how Sheffield can build on this work	Report	Winter 2012

Refreshing Sheffield's Cultural Priorities	To feed into the early thinking on the refresh of the City's cultural priorities	Presentation	Winter 2012
Sheffield Cultural Trusts	To consider the priorities, performance and challenges of the City's Cultural Trusts	Report	Winter 2012
City Centre Vibrancy	The Overview and Scrutiny Management Committee identified City Centre Vibrancy as an area for closer scrutiny following consideration of the 2011/2012 Q4 performance report	Report	January 17 th 2013
City Deals	To understand the detail of the City Deal and receive a progress report on implementation to date.	tbd	January 2013
Copenhagen Declaration	Full Council asked Officers to bring forward a report to Scrutiny outlining what the Council (and other organisations) would need to do in order to meet the EU Committee of the Regions Copenhagen Declaration on Sustainable Cities	Report	Following the publication of the recommendations of the Fairness Commission

**Cabinet Forward Plan of Key Decisions
July to October 2012**

Date decision is expected to be taken and who will take the decision?	Description of decision K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
12/9/12 Cabinet	Revenue Budget and Capital Programme monitoring 2012-13 (Month 3) (K)	Councillor Bryan Lodge Overview and Scrutiny Management		Cabinet report	Resources Allan Rainford Tel: 2752596 Allan.rainford@sheffield.gov.uk
12/9/12 Cabinet	Community Heating Metering Project (K)	Councillor Harry Harpham Safer and Stronger Communities	Users of community heating services, (including leaseholders and freeholders as well as current Council tenants)	Cabinet report	Place Robert Almond Tel: 273 4193 Robert.almond@sheffield.gov.uk
13/9/12 Cabinet Highways Committee	Sheffield 20mph Speed Limit Strategy: Programme for 2012/13 and 2013/14 (K)	Councillor Leigh Bramall Economic and Environmental Wellbeing	All Community Assemblies, the Police	Cabinet Highways report	Place Simon Nelson Tel: 273 6176 Simon.nelson@sheffield.gov.uk

Date decision is expected to be taken and who will take the decision?	Description of decision K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
13/9/12 Cabinet Highways Committee	Upperthorpe & Netherthorpe Permit Parking Scheme Outcome of the Traffic Regulation Order Consultation Process	Councillor Leigh Bramall Economic and Environmental Wellbeing	Local residents, Community Assemblies	Cabinet Highways report	Brian Hey Tel: 2736086 Brian.hey@sheffield.gov.uk Cate Jockel Tel: 2734192 Cate.jockel@sheffield.gov.uk
26/9/12 Cabinet	Proposed Sheffield City Council (Ford Lane, Stocksbridge) Compulsory Purchase Order (K)	Councillor Leigh Bramall Economic and Environmental Wellbeing		Cabinet report	Place David Ambrose Tel: 2735539 David.ambrose@sheffield.gov.uk
26/9/12 Cabinet	Stocksbridge Older People's Accommodation (K)	Councillor Mary Lea Healthier Communities and Adult Social Care	Older people affected directly by the changes. The Stocksbridge Town Council and other local older people's and community groups affected by the changes	Cabinet report	Communities Angela Rowland Tel 205 7138 Angela.rowland@sheffield.gov.uk
26/9/12	A City for All Ages. (K)	Councillor Mary Lea	All key stakeholder	Cabinet	Communities

Date decision is expected to be taken and who will take the decision?	Description of decision K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
Cabinet		Healthier Communities and Adult Social Care	groups, committees within the Council and outside, voluntary and faith groups, community assemblies, a wide range of older people and younger people to discuss the needs and aspirations for the future.	report	Julia Thompson Deputy Chief Executive's Laurie Brennan Tel 2057125 Julia.thompson@sheffield.gov.uk Laurie.brennan@sheffield.gov.uk
26/9/12 Individual Cabinet Member Decision	The Strategic Housing Review Report (K)	Councillor Harry Harpham Safer and Stronger Communities	The content of the report has already been informed by the substantial consultation undertaken with residents and other stakeholders, including councillors and council officers, to identify priorities for the Housing Strategy 2013-23. This consultation was	Individual Cabinet Member Report	Place Georgina Parkin Tel:2736915 Georgina.Parkin@sheffield.gov.uk

Date decision is expected to be taken and who will take the decision?	Description of decision K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
			augmented with workshops attended by residents, housing professionals, the voluntary and community sector, and council officers		
17/10/12 Cabinet	Supporting Sheffield People with Dementia to Live Well (K)	Councillor Mary Lea Healthier Communities and Adult Social Care	If there are services that will be directly affected by any proposals there may need to be a further formal consultation	Cabinet report	Communities Howard Waddicor Tel: 20 57130 howard.waddicor@sheffield.gov.uk
17/10/12 Cabinet	Revenue Budget and Capital Programme Monitoring 2012-13 (Month 4) (K)	Councillor Bryan Lodge Overview and Scrutiny Management		Cabinet report	Resources Allan Rainford Tel: 2752596 Allan.rainford@sheffield.gov.uk
17/10/12 Cabinet	Volunteering Policy (K)	Councillors Julie Dore and Mazher Iqbal	Volunteer involving services within the Council, volunteers and potential volunteers,	Cabinet report	Victoria Penman Tel: 2724755 Victoria.penman@sheffield.gov.uk

Date decision is expected to be taken and who will take the decision?	Description of decision K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
		Safer and Sustainable Communities	Voluntary Action Sheffield.		
17/10/12 Cabinet	Medium Term Financial Strategy (K)	Councillor Bryan Lodge Overview and Scrutiny Management		Cabinet report	Resources Allan Rainford Tel: 2735108 Allan.rainford@sheffield.gov.uk
31/10/12 Cabinet	Revenue Budget and Capital Programme monitoring 2012-13 (Month 5) (K)	Councillor Bryan Lodge Overview and Scrutiny Management		Cabinet report	Resources Allan Rainford Tel: 2752596 Allan.rainford@sheffield.gov.uk
31/10/12 Cabinet	Primary School Places in Sheffield (K)	Councillor Jackie Drayton Children, Young People and Families	Local Members, Local Schools (including Governors) and Wider Community (focus on parents).	Cabinet report	Children, Young People and Families Joel Hardwick Tel: 2735476 Joel.hardwick@sheffield.gov.uk
31/10/12	Sheffield Lower Don Valley	Councillor Jack	The principal consultees	Cabinet	Place

Date decision is expected to be taken and who will take the decision?	Description of decision K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
Cabinet	Flood Defence Project (K)	Scott Economic and Environmental Wellbeing	are business owners and land owners in the flood zone, as well as their representatives including Sheffield Chamber of Commerce and Industry and other more local associations. There is no real residential community in the project boundary (namely the flood zone – see map attached). However, the Community Assembly, local Councillors and Cabinet Members will all be engaged. Other stakeholders also include the Environment Agency and local environmental groups such as The Five Weirs	report	Steve Birch Tel: 27 35880 Steve.birch@sheffield.gov.uk

Date decision is expected to be taken and who will take the decision?	Description of decision K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
			Trust, whilst statutory consultees including the Highways Agency will also be involved.		
21/11/12 Cabinet 5/12/12 Council	Gambling Act 2005 – Statement of Licensing Principles (Policy)	Councillor Isobel Bowler Economic and Environmental Wellbeing		Cabinet report	Place Stephen Lonnia Tel: 2053798 Stephen.lonnia@Sheffield.gov.uk
12/12/12 Cabinet	Revenue Budget and Capital Programme monitoring 2012-13 (Month 6) (K)	Councillor Bryan Lodge Overview and Scrutiny Management		Cabinet report	Resources Allan Rainford Tel: 2752596 Allan.rainford@sheffield.gov.uk
12/12/12 Cabinet	Housing Strategy 2013-23 (K)	Councillor Harry Harpham Safer and Stronger	Community Assemblies Members Sheffield Homes Registered Providers Sheffield Housing Company	Cabinet report	Place Georgina Parkin Tel:2736915 Georgina.Parkin@sheffield.gov.uk

Date decision is expected to be taken and who will take the decision?	Description of decision K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
		Communities	Universities Private Landlords Developers Estate/Letting Agents Health Partners Sheffield Residents		
12/12/12 Cabinet 9/1/13 Council	Sheffield Development Framework: City Policies and Sites Document and Proposals Map – the Pre-submission Version (K)	Councillor Leigh Bramall Economic and Environmental Wellbeing	Three major consultations have already taken place. Everyone on SDF mailing list will be advised of the opportunity, which will also be advertised in the press.	Cabinet report	Place Peter Rainford Tel:273 5897 peter.rainford@sheffield.gov.uk
12/12/12 Cabinet	Community Infrastructure Levy (Preliminary Draft Charging Schedule for Consultation) and Infrastructure Delivery Plan.	Councillor Leigh Bramall Economic and Environmental		Cabinet report	Place Richard Holmes Tel: 205 3387 richard.holmes@sheffield.gov.uk

Date decision is expected to be taken and who will take the decision?	Description of decision K = Key Decision P = Statutory Plan - part of budget and policy framework	Cabinet Member and relevant Scrutiny Committee	Who will be consulted?	What documents will be considered by the decision maker?	Who can I contact about this issue?
<p>A key decision* is one that is either part of the budgetary/policy framework, sets or shapes a major strategy, results in income or expenditure of £500,000+, is a matter of major public concern or controversial by reason of representations made or likely affects two or more wards. The full definition of a key decision can be found in Part 2, Article 13.3 of the Council's Constitution which can be viewed on the Council's Website www.sheffield.gov.uk. Requests for copies or extracts from any of the publicly available documents or other documents relevant to the key decisions, or for details of the consultation process and how to make representations, can be made by ringing the contact officer or via Democratic Services, Deputy Chief Executive's, Town Hall, Sheffield S1 2HH email to: committee@sheffield.gov.uk</p>					

Appendix 1

Review Proposal

1. Introduction

- 1.1 The Cabinet Member for Business, Growth and Skills has asked this Committee to consider carrying out a piece of policy development work, looking at the Council's approach to parking on dropped kerbs and pavements.

There are several separate issues that affect different parts of the city differently – and doing this work would provide an opportunity to develop a consistent approach to regulation and enforcement.

This paper outlines the issue, and suggests an approach for the Scrutiny Committee to take in carrying out the work.

2. Background

2.1 Dropped Kerbs

The Traffic Management Act 2004 makes it an offence to park a vehicle adjacent to dropped kerbs, with certain specified exemptions. The main exemption being that it is not offence for a property owner to park in front of their own drive or access. The Act also makes the offence of obstructing a dropped kerb a civil offence i.e. one that can be enforced by the City Council's Civil Enforcement Officers. To date the option to enforce this offence has not been taken up by the City Council. This would require a formal decision by the Council.

2.2 Pavement Parking

Parliament provided for a national ban on pavement parking in urban areas in section 7 of the *Road Traffic Act 1974*. If implemented, this would have prohibited all parking on verges, central reservations and footways on 'urban roads'. The Secretary of State could have exempted certain classes of vehicles and individual local authorities could have made Orders within their own areas to exempt from the national ban certain streets at all times or during certain periods. However, full implementation required that the ban had to be brought in by Parliamentary Order and this never occurred. Successive transport ministers argued that there were difficulties for local authorities and the police in finding the resources to carry out the necessary policing and enforcement work. In 1979 the then government decided to defer implementation indefinitely.

2.3 Waiting Restrictions

Yellow lines cover the carriageway and adjacent pavements. Yellow lines can be used to prevent pavement parking but also have the effect of preventing parking on the carriageway which may not necessarily be a problem. TROs can be used to specifically prohibit pavement parking either at defined locations or by listing whole streets. Signs would be required to indicate exactly where ban applies.

2.4 Highway Code

Section 244 of the Highway Codes states:

“You MUST NOT park partially or wholly on the pavement in London, and should not do so elsewhere unless signs permit it. Parking on the pavement can obstruct and seriously inconvenience pedestrians, people in wheelchairs or with visual impairments and people with prams or pushchairs.”

3. Current Approach

3.1 Dropped Kerbs

At present the City Council does not take enforcement action against the obstruction of dropped kerbs, unless there are waiting restrictions in which case the yellow line is enforced.

The Police can deal with obstructing dropped kerbs if a parked vehicle is preventing access to or from a property. They have to be called out, when they have other duties to perform, and in many cases the offending vehicle will have moved on by the time they arrive.

In many locations dropped kerbs have been provided to help pedestrians, particularly those with mobility problems cross a road safely and without hindrance. When the dropped kerbs are obstructed then this can cause difficulties and may lead to pedestrians crossing between parked vehicles or in less safe locations. Wheelchair and mobility scooter users are particularly affected.

3.2 Pavement / Verge Parking

In Sheffield we have a by law which prohibits all parking on pavements and verges. To be enforceable there must be signs in place. We have signed several locations in response to complaints. Enforcement requires observation of the offence and contact with the driver at the time of the offence. Action is through the Magistrates Court. Very little enforcement has been undertaken to date, due to the difficulty of collecting evidence and gaining a conviction.

In addition to the above if there are yellow lines on the adjacent carriageway our CEOs can issue PCNs. If there are no yellow lines on the adjacent carriageway then it's for the Police to deal with and decide whether the pavement is being obstructed and take action as appropriate – fixed penalty notices, vehicle removal. This leads to patchy enforcement, varying from some to none.

4. Purpose of the review

- 4.1 The review would look at how the Council should take this forward, considering questions such as:
- Should it take up the dropped kerb enforcement powers?
 - Should it use yellow lines more to control dangerous / inconvenient parking?
 - Should we regulate pavement parking to ensure pavements and carriageways are kept free for pedestrians and motorists to pass safely?

5. What does this mean for the people of Sheffield?

- 5.1 We get complaints from the public, from all sides i.e. pedestrians, motorists, residents.

If steps were taken to deal with pavement parking it would help improve matters for pedestrians, particularly those with mobility problems and moving traffic including buses, emergency service vehicles and bin wagons.

It could also reduce the costs of maintaining pavements and reinstating damaged grass verges for the PFI Contractor.

It would severely affect many residents who have become accustomed to parking partly or fully on the pavement or verge.

6. How could Scrutiny approach this issue?

If the Scrutiny Committee wishes to put this on its work programme, there are two approaches that it could take.

- 6.1 Option 1
To set up a task and finish group to meet outside of the normal schedule of meetings. This could be comprised of all Members of the Committee, or a smaller working group.
This group would consider the issues in detail, undertake site visits and workshops with the aim of developing recommendations to put to Cabinet.
If the Committee chooses to use this approach, the Scrutiny Policy Officer, in conjunction with Officers from Transport and Highways will put together a programme of extra meetings.

6.2 Option 2

Request officers put together a paper outlining the key issues and available options to bring to a future meeting of the Committee for discussion.

7 Conclusion

The Committee is asked to consider whether it wishes to undertake this work, and if so, how it wishes to approach this.