

# **Economic and Environmental Wellbeing Scrutiny and Policy Development Committee**

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**Thursday 15 November 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**

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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.

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## **PUBLIC ACCESS TO THE MEETING**

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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](http://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-Shaw, Scrutiny Policy Officer on 0114 27 35065 or email [emily.standbrook-shaw@sheffield.gov.uk](mailto:emily.standbrook-shaw@sheffield.gov.uk).

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## **FACILITIES**

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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.

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**ECONOMIC AND ENVIRONMENTAL WELLBEING SCRUTINY AND POLICY  
DEVELOPMENT COMMITTEE AGENDA  
15 NOVEMBER 2012**

**Order of Business**

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- 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 Meetings**  
To approve the minutes of the meetings of the Committee held on 17 and 20 September 2012.
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. Olympics Debrief**  
Presentation by Gary Clifton, Major Sports Events and 2012 Programme Manager
- 8. Cabinet Member Update**  
Presentation by Councillor Jack Scott, Cabinet Member for Environment, Recycling and Streetscene
- 9. Streets Ahead Update**  
Report of the Head of Highway Maintenance
- 10. Work Programme and Forward Plan**  
Report of the Policy Officer (Scrutiny)
- 11. Date of Next Meeting**  
The next meeting of the Committee will be held on Wednesday 28 November at 2.30 pm.

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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New standards arrangements were introduced by the Localism Act 2011. The new regime made changes to the way that members' interests are registered and declared.

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

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

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

You **must**:

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

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

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

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

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -
  - under which goods or services are to be provided or works are to be executed; and
  - which has not been fully discharged.
- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) -
  - the landlord is your council or authority; and
  - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
  - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
  - (b) either
    - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
    - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

Under the Council's Code of Conduct, members must act in accordance with the Seven Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership), including the principle of honesty, which says that 'holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest'.

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

You have a personal interest where –

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

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

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

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

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

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

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**Economic and Environmental Wellbeing Scrutiny and Policy Development  
Committee**

**Meeting held 17 September 2012**

**PRESENT:** Councillors Helen Mirfin-Boukouris (Chair), Ian Auckland (Deputy Chair), Roger Davison, Terry Fox, Neale Gibson, Steve Jones, Alf Meade, Pat Midgley (Substitute Member), Robert Murphy, Joe Otten and Steve Wilson

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**1. APOLOGIES FOR ABSENCE**

1.1 An apology for absence was received and a substitute attended the meeting as follows:-

<u>Apology</u>	<u>Substitute</u>
Councillor Sioned-Mair Richards	Councillor Pat Midgley

**2. EXCLUSION OF PUBLIC AND PRESS**

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

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest.

**4. PUBLIC QUESTIONS AND PETITIONS**

4.1 The Committee noted the receipt of a petition containing 114 signatures objecting to the proposed routing of the 83 bus service along Button Hill.

**5. CALL-IN OF THE CABINET DECISION ON THE SHEFFIELD BUS AGREEMENT**

5.1 The Committee considered the decision of the Cabinet taken at its meeting on 22<sup>nd</sup> August, 2012, relating to the proposal for a new Bus Agreement for Sheffield.

5.2 Signatories

5.2.1 The Lead signatory to the call-in was Councillor Ian Auckland and the

other signatories were Councillors Joe Otten, Roger Davison, Shaffaq Mohammed and Colin Ross.

### 5.3 Reasons for the Call-In

5.3.1 The signatories had confirmed that they wished to scrutinise the decision relating to the proposal for a new Sheffield Bus Agreement in order to allow for greater examination of what the agreement was proposed to contain and how this might impact on the City Transport offer.

### 5.4 Attendees

- Councillor Leigh Bramall (Cabinet Member for Business, Skills and Development)
- Councillor Shaffaq Mohammed (Leader of the Liberal Democrat Group)
- John Bann (Head of Transport, Traffic and Parking Services)
- Greg Challis (Communications Co-ordinator)
- David Young (South Yorkshire Passenger Transport Executive)

5.4.1 Councillor Ian Auckland expressed a number of concerns relating to the proposed agreement which focused on its content, the Council's previous support for a Quality Contract (QC), the way in which accountability would be improved and the way in which lower fares would be achieved. He considered a QC could still be the best way forward. The other signatories present expressed concerns about the consultation process and what benefits might accrue from a Voluntary Partnership Agreement (VPA).

5.4.2 In response, Councillor Leigh Bramall, Cabinet Member for Business, Skills and Development, stated that the current network was under threat with neighbourhood services being particularly vulnerable. The QC option presented a risk to the South Yorkshire Passenger Transport Executive (SYPTTE) and the Council at a time of cuts and, as part of the City Deal negotiations, the Government had indicated that it would not underwrite any financial risk associated with a QC, but would support a VPA. He added that the VPA delivered virtually everything which a QC would deliver and had advantages in that changes, whilst limited to once a year, were still possible, whereas a QC allowed no flexibility, it was without financial risk and would provide lower fares and a holistic network. In addition it was sustainable and could be delivered now, whereas a QC would take at least three years to implement. In addition, if the VPA approach did not work then it would still be possible to pursue the QC approach, but the aim was to benefit the majority. He also cited the Rt. Hon. Norman Baker, MP, the Liberal Democrat Transport Minister, who had stated his view that any pragmatic Council would look at a VPA before the nuclear option of a QC. In conclusion, Councillor Bramall indicated that his intention was to create an environment where public

transport offered an attractive alternative to the car, with better enforcement and bus priority being an important part of a VPA.

5.4.3 John Bann, Head of Transport, Traffic and Parking Services, referred to the Council's Transport Vision which had been approved in December, 2010 which promoted public transport, walking and cycling and the City Deal which contained proposals for getting the City moving. He added that the Coalition Government had come out in support of VPAs. David Young, SYPTE, added that a full Voluntary Partnership document was being produced to provide further detail to the Heads of Terms and the circulated summary.

## 5.5. Public Questions

5.5.1 Responses were provided to public questions as follows:-

- In relation to consultation, the number of members of the public attending this meeting would suggest that the issues involved had been appropriately aired. There had been a good response to the consultation process with over 2,600 responses being received. The proposal had also been considered by Council and consultation had taken place with the Council's two main political groups. In addition, items had been included in The Star newspaper and on Radio Sheffield.
- Community Assemblies had all received information packs and the offer of officer briefings on the proposal and were aware of the issues involved.
- With regard to the 72 route, it was felt that the community cohesion issues raised needed more than just a change in the bus service.
- The aim was to have a reliable, punctual service and a VPA would address this.
- The consultation exercise was essentially about the outcome and it was felt that the general public were not concerned with the actual nature of the agreement, hence it had been summarised in the circulated Heads of Terms document.
- It was accepted that the current delivery of the bus network did not meet customer demands and needed improving. The consultation document set out how this would be done.
- As the operators' aim was to make money, some element of compromise was required. Operators had been engaged in the process through the Council and SYPTE.
- The consultation exercise had generated over 2,600 responses

and 12 petitions and these had been worked through to address the issues raised. 25% of responses had been critical of reliability and punctuality.

- It was inevitable that change would upset some people.
- A VPA would improve accountability, as presently the operators were only accountable to the Traffic Commissioners. It would also provide a framework for dialogue.
- The proposed VPA included 98 bus route variations, with changes made to 16 of these as a result of the consultation exercise.
- Some direct consultation had been undertaken with regard to the change proposed to the 83 bus route resulting from the original consultation. Officers had contacted the relevant households directly.
- Dialogue was ongoing with regard to proposed changes in the 72 bus route and officers were working with the community to see what could be done and, subject to the VPA being approved, a one year reinstatement was being considered to further gauge usage.
- A compromise solution would have to be sought with regard to any changes to the 66 bus service which it was proposed to extend to High Green.
- It was for officers to clarify the legal agreement and it should be noted that all important features were in the public domain.

## 5.6 Questions from signatories to the Call-In

5.6.1 Responses were provided to questions raised by the signatories to the call-in as follows:-

- Under a VPA, the financial risk lay with the bus operators rather than the Council. Historically, First used to provide services on the primary and secondary routes and Stagecoach only competed on the primary network. This affected First capacity on the secondary routes and it increased fares in response. This compounded the problem as it was losing money on the secondary network, which meant that the secondary network was under-funded. Consequently new bus services were under threat.
- The current situation was not sustainable and routes could be discontinued. Under the VPA, there would be a sharing out of the secondary network.

- The majority of the South Yorkshire Integrated Transport Authority (SYITA) had voted in favour of the VPA.
- With regard to fares under the VPA, cheap fares would remain and a mechanism would be employed to bring more expensive fares down.
- With regard to consultation, an information pack had been delivered to each Community Assembly, together with an offer of a briefing.
- The Government had agreed that some funding would be made available in relation to the provision of real time information and smart ticketing was to be used to cover different forms of transport.
- It was not possible to delay the implementation of changes to the 83 service and it was suggested that the changes be introduced and made subject to early review. It should be noted that the route had been tested, with the operation of the proposed service being shown to be achievable.
- A VPA would bind the operators into keeping the network and remove the risk from the SYPTE. There could be change to the agreement where this was supported by the Council and SYPTE, whereas under a QC, the network could not be changed for 10 years.
- Any excess money generated from a reduction in the costs of network operation would be used to reduce the cost of the Travel Master ticket and, under a VPA, one in three adult fee paying passengers would benefit from cheaper fares in Sheffield. The Competition Commission had devised a formula for offering fare protection for the multi operator ticket product and it was expected that First would reduce its commercial fares.
- The number of consultation responses received demonstrated that a period of 27 days was adequate for the process and, with more than 2,600 responses received, this was more than double the earlier QC consultative review.
- If the VPA progressed, the 72 service would be kept in a shortened form.

## 5.7 Questions from Members of the Committee

- 5.7.1 Members of the Committee raised a number of questions and the following responses were provided:-

- Despite Government spending cuts, the Bus Service Operator Grants (BSOG) of approximately £5.1m would still be paid, but whether this would be in perpetuity remained to be seen. Funding through the City Deal of £7m to £9m over a period of five years would only be available in the case of a VPA and was subject to a value for money Business Case being accepted by the Department for Transport.
- The VPA option would deliver the QC benefits quicker and without risk to the public purse and without any increase in fares. If the operators were in breach of the VPA and did not rectify the breach, then the QC option would be considered.
- Whilst it was difficult to tackle punctuality and congestion and provide appropriate cross-city services, it was hoped that operators would be able to provide such services.
- In relation to the consultation, it was difficult to satisfy everyone, but it should be borne in mind that Passenger Focus had congratulated the SYPTTE on the consultation exercise.
- The operators would still be concerned about service provision under a VPA if the option to move to a QC was still available. In relation to the City Deal and the Bus Partnership Agreement, the offer from the Department for Transport had come somewhat late in the day.
- Under a VPA, the operators would need to agree any changes to services with the SYPTTE/Council. It was felt that a VPA would be flexible for what was required, would prevent one partner stepping away and would allow cross subsidisation. A twin track approach would not be possible as operators needed investment confidence and there were transitional risks in introducing a QC, one of which was the possibility of legal action.
- A VPA would bring stability and the North Sheffield Agreement, which was based on the National Bus Model, had resulted in an increase in passengers. Cheaper fares were a key factor and it was hoped that passenger numbers would increase by 3% in the first year of operation and by 2% in each of the next two years.
- 40% of the South Yorkshire bus network was used for access to employment or education and it was hoped to persuade operators to reintroduce certain evening and Sunday services.
- The VPA would operate in partnership with the operation of the Highways PFI (Private Finance Initiative) contract.

- A substantial budget would need to be allocated to cover the eventuality of legal challenge to the QC option, but the adequacy of this would depend on the points argued.
- It was important to end the year on year withdrawal of the bus network.
- There would always be winners and losers with a VPA, or indeed a QC, and an element of compromise was required, but it was hoped that change would bring a move towards an ideal situation.
- The new structure would seek to undercut the present First fare structure and would involve significant bus frequency increases and network stability. The agreement would allow for three changes during the first year of operation and then only one per year. There would also be improved enforcement of bus lanes, increased use of CCTV and junction alterations. If the VPA was found not to work, then consideration would be given to the introduction of a QC. It was also felt that the operation of a VPA would assist co-ordination of different forms of transport.
- On occasions, buses may be seen to be carrying only a few people, but it should be borne in mind that a minimum volume of buses was required to cover the whole of any particular route.
- The proposed service changes were variations on existing services. Those objecting to routing the 83 service along Button Hill were objecting to the solution to an earlier set of objections. The SYPTE were happy to discuss a solution to this issue with the operators, community and officers.

5.8 RESOLVED: (a) notes the contents of the report together with the comments made and responses provided;

(b) notes the decision of Cabinet at its meeting on 22<sup>nd</sup> August, to endorse the Voluntary Partnership Agreement as the preferred delivery vehicle at the present time for the new Bus Agreement for Sheffield;

(c) recommends that no action be taken in relation to the call-in decision; and

(d) recommends that the new Bus Agreement for Sheffield be added to the Committee's work programme.

(NOTE: Prior to the passing of the above resolution, an alternative resolution was moved by Councillor Ian Auckland and seconded by

Councillor Roger Davison, namely:-

“That this Scrutiny Committee refers this decision back to the Cabinet with the following recommendations:

- (a) welcomes any improvement to the Sheffield bus network, but notes the numerous residents who feel they will lose out as a result of the proposed partnership;
- (b) laments the lack of consultation by the Council, with many residents still unaware of the changes after a mere 27 days of consultation;
- (c) welcomes the concessions to some campaigns but notes that others have still not been addressed and therefore, calls upon the Cabinet Member for Business, Skills and Development, to address the outstanding campaigns in, for example, High Green, Fulwood, Millhouses and Stannington;
- (d) questions the transparency of the partnership, noting that full details of the contract have still not be published and therefore requests that the contract details are published for scrutiny as soon as possible;
- (e) further requests that the Cabinet clarify to whom powers have been delegated to sign the final contract;
- (f) also considers that procedures for monitoring the agreement are neither clear not sufficient, and therefore resolves that, should the partnership be approved, the subject of monitoring be added to the future work programme of this Committee; and
- (g) ultimately believes that a voluntary partnership cannot deliver the fair, affordable and equitable service that local people deserve and therefore calls upon the Cabinet to pursue a Quality Contract system without delay.”

This alternative resolution was put to the vote and negated).

## **6. DATE OF NEXT MEETING**

Thursday, 20<sup>th</sup> September, 2012 at 2.00 p.m. in the Town Hall.



**SHEFFIELD CITY COUNCIL**

**Economic and Environmental Wellbeing Scrutiny and Policy Development  
Committee**

**Meeting held 20 September 2012**

**PRESENT:** Councillors Helen Mirfin-Boukouris (Chair), Ian Auckland (Deputy Chair), Roger Davison, Tony Downing (Substitute Member), Terry Fox, Neale Gibson, Alf Meade, Robert Murphy, Joe Otten, Sioned-Mair Richards, Geoff Smith (Substitute Member) and Steve Wilson

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**1. APOLOGIES FOR ABSENCE**

1.1 Apologies for absence were received and substitutes attended the meeting as follows:-

<u>Apology</u>	<u>Substitute</u>
Councillor Bob Johnson	Councillor Tony Downing
Councillor Steve Jones	Councillor Geoff Smith

**2. EXCLUSION OF PUBLIC AND PRESS**

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

**3. DECLARATIONS OF INTEREST**

3.1 Councillors Neale Gibson and Steve Wilson each declared a Disclosable Pecuniary Interest relating to item 9 (Review of Household Waste Recycling Centres) as they were both members of the GMB Trade Union and had each received payments from it in relation to their election expenses. They both withdrew from the meeting during consideration of that item.

**4. PUBLIC QUESTIONS AND PETITIONS**

4.1 There were no petitions submitted or public questions asked. Any public questions or petitions relating to Household Waste Recycling Centres would be taken at item 7.

**5. BUILDING A STRONG AND RESILIENT ECONOMY**

5.1 The Committee received a report of the Director of Creative Sheffield

on building a strong, sustainable and resilient Sheffield economy. The report made reference to the refresh of the City's Economic Strategy, Council support for start-ups and Small and Medium Sized Enterprises (SMEs).

5.2 Attending for this item were Edward Highfield, Director of Creative Sheffield, Kevin Bennett and Duncan Scott, Creative Sheffield and David Wilson, Department for Business, Innovation and Skills. Business representatives in attendance were Julie Robinson, Geco Industries; Paul Houghton, Grant Thornton; Tim Pryor, Lloyds Bank; Jillian Thomas, Future Life Wealth Management and Gill White, Andy Hanselman, Consulting.

5.3 The report was supplemented by a presentation given by David Wilson on creating an enterprising society, which focused national policy on enterprise and particularly referred to the contribution of SMEs to the economy, the current landscape, enterprise culture, the need for a stable and supportive environment for business, sources of finance and business improvement.

5.4 Members made various comments and asked a number of questions in relation to the presentation, to which responses were provided as follows:-

- It was important that the public sector set an example by paying invoices on time so as to assist the cash flow problems of small businesses.
- Employment law must provide protection for the vulnerable and a means of dispute resolution.
- Quality education was important so that young people could be presented with a full range of life chances.
- The German model of including bank representation on companies' boards was being studied.
- Most firms setting up were small and there needed to be an emphasis on change at predictable points to assist the business planning process.
- The Government could point SMEs to sources of advice.

5.5 Each of the business representatives then introduced themselves, providing information on their businesses and commenting on problems which they had experienced and how these had been resolved. Following this, Members made various comments and asked a number of questions, to which responses were provided as follows:-

- It was necessary to identify the business Olympians to encourage the media to focus on success.
- People should not get preoccupied with the area's industrial past as there were still lots of engineering/manufacturing firms here. It was more important to support business and entrepreneurship and people would find business opportunities for themselves.
- A strong business service base was required to provide the support which businesses needed.
- There was a need to access infrastructure funding and work was being undertaken on bringing in funding from the City of London to Sheffield.
- More care and support was required for those young people for whom the traditional apprenticeship was not suitable and attempts were being made to involve sympathetic employers/entrepreneurs. There was a need to engage young people and one method of achieving this might be to involve them in part-time employment at an early stage.
- It was the job of financial institutions to respond to customer requirements and it was important to ensure that funds which were sent out worldwide came back into the United Kingdom. It should be noted that approximately 24% of SMEs were asking for bank finance and that over 60% of these applications had been approved.
- Apprentice schemes may not be suitable for small firms as it was necessary to have someone with the apprentice at all times. It should be possible though to signpost young people to appropriate apprenticeship schemes.
- One way in which the Council could become more business friendly was to be more visible at business events.
- The invitation for business representatives to attend this meeting was an example of the Council being more business friendly and comments made within the business community suggested that this was the case. However, the Council was only as friendly as the day-to-day dealings with business e.g. in relation to planning.
- Sheffield was viewed very favourably by the City of London, with analysis showing that Sheffield was creating more businesses than anywhere else in the UK and that businesses were more likely to use ancillary local businesses to provide

support services. A Financial Times survey had shown that Sheffield was the 47<sup>th</sup> best place in the world to do business and this needed to be more widely communicated.

- It should be borne in mind that self employment was not for everyone, as evidenced by the number of sole traders, who had set up just because they could not get a job, and ultimately failed.
- An alternative to Quantative Easing would be to give everyone £2,000 to spend in order to achieve growth.
- The introduction of a Sheffield Pound was an idea worthy of consideration to encourage spending in the City.
- The importance of providing the right business advice to the right people was emphasised, with some mapping for SMEs being required. In relation to planning, the Council needed to adopt a positive approach and consider the effects on job creation of its decisions.
- It would be helpful if there was just one place where entrepreneurs wishing to set up businesses could go for advice. There was a view that now was the easiest time to start up a business because of the use of the internet. However, it should be borne in mind that there was still much business regulation and that the decade of easy money up to 2008 was now over with businesses starting up having to adapt to this cultural change.
- Economic development was a long hard slog and what was required was a sustained increase in performance year on year. Statistics were useful but health warnings were needed with regard to their use. The challenge now for SMEs was growth and this needed to be made easier. There was much to be gained from listening to the business representatives and these messages would be taken on board. The ultimate aim was to generate lots of start-ups and have existing businesses growing, but it was also important to understand failure rates and work was being undertaken in this regard.

**RESOLVED:** That the Committee:-

- (a) thanks the business representatives for their contribution to the meeting, David Wilson for his presentation and Edward Highfield for his report; and
- (b) notes the contents of the presentation and report and the comments of the business representatives.

## **6. MINUTES OF THE PREVIOUS MEETING**

- 6.1 The minutes of the meeting of the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee held on 19<sup>th</sup> July, 2012 were approved as a correct record.

## **7. PUBLIC QUESTIONS AND PETITIONS ON HOUSEHOLD WASTE RECYCLING CENTRES**

- 7.1 No petitions were received on Household Waste Recycling Centres (HWRCs) and responses were provided to public questions regarding these as follows:-

- This was the first opportunity for the Committee to properly discuss this issue as the meeting on 19<sup>th</sup> July 2012 had a very full agenda.
- No full-time jobs at the HWRCs had been replaced by young people put forward by the A4E organisation.
- The income declared from the HWRCs was £300,000, which had been split equally between the Council and Veolia who operated the sites.
- The Council had made the decision to reduce the opening hours of the HWRCs as part of its budget and it was the Council who ultimately paid the bill for these to be open.

## **8. REVIEW OF HOUSEHOLD WASTE RECYCLING CENTRES**

- 8.1 The Committee received a report of the Director of Business Strategy and Regulation which provided background information to inform discussion on the reduction in opening hours of the City's Household Waste Recycling Centres (HWRCs). The report had been brought before the Committee as a result of petitions being presented to Council by the Socialist Party and the GMB Trade Union opposing the reduction in these opening hours.

- 8.2 In attendance for this item were Mick Crofts, Director of Business Strategy and Regulation and Alastair Black, Waste Strategy Officer.

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

- The market in recyclables was very volatile and there was uncertainty as to whether any further income could be generated from this. The GMB had suggested that income could be generated from Waste Electrical and Electronic

Equipment but there was a need to remove any hazardous parts. However, this did remain the most opportune area for income generation. The recommendations made by those working at the HWRCs to generate income had been shown to be ineffective.

- Detailed information on tonnages and prices could be made available but, following negotiations between the Council, Veolia Environmental Services, SOVA Recycling Limited and the GMB, the issue of income was no longer a problem.
- A minor reduction in tonnages had been experienced in the year up to August 2012.
- It was acknowledged that there were queues at the Blackstock Road site but it was difficult to compare tonnages after the opening hours had been reduced for that very reason. It was a fair assumption that daily tonnages had increased.
- A representative of the GMB had been present at the meeting but had chosen not to stay for this item.
- Veolia Environmental Services were audited by the Council on a regular basis to ensure value for money. Veolia also undertook market testing for the disposal of items for the same reason.
- The Council did have the option to bring the operation of the sites back in house, but it would be required to terminate that element of the contract with Veolia Environmental Services. At the moment the Council had no reasonable grounds to do this.
- The decision to reduce the opening hours of the HWRCs was contained in the set of proposals connected with the reduced budget for 2012/13.
- People were already using the sites for the disposal of green waste and it was expected that this would continue. It was considered that those experiencing a withdrawal of the green waste service would use a variety of methods of disposal.
- As part of the tendering process, each of the bidders were scored on employee rights.
- Detailed information on tonnages and prices would be provided in order to highlight any trends.
- SOVA Recycling Limited had proposed to use the Blackstock

Road site for the acceptance of trade waste from Small and Medium Sized Enterprises and, in relation to the traffic issues there, communications were to be issued to hopefully reduce pressure.

- It had been difficult to bed in the new hours because of the industrial dispute and this had also made it difficult to monitor performance, but figures showed that tonnages were reduced at the Blackstock Road site.

**RESOLVED:** That the Committee:-

- (a) thanks the citizens who signed the petitions and voiced their opinion;
- (b) notes the report of the Council officers and the statement from the GMB Trade Union and thanks them for their contributions to this Scrutiny exercise; and
- (c) regrets the changes to opening hours which are necessary as a result of Government spending cuts.

(NOTE: Having declared a Disclosable Pecuniary Interest, Councillors Neale Gibson and Steve Wilson withdrew from the meeting during consideration of this item and rejoined the meeting for the next item).

## **9. WORK PROGRAMME AND FORWARD PLAN**

- 9.1 The Policy Officer (Scrutiny) submitted the Committee's Work Programme for 2012/13 and the Forward Plan for the period 12<sup>th</sup> September, 2012 to 12<sup>th</sup> December 2012 for consideration.

**RESOLVED:** That

- (a) the contents of the Committee's Work Plan 2012/13 be approved subject to consideration being given to:-
  - (i) the holding of a future Committee meeting with business representatives, at a location outside the Town Hall, such meeting to include items such as apprenticeships, finance, Small and Medium Sized Enterprises and Sole Traders, promoting Sheffield, fostering entrepreneurship, planning, the Sheffield £ and understanding Sheffield business failures;
  - (ii) the holding of a joint meeting with the Children, Young People and Family Support Scrutiny and Policy Development Committee to consider young people's employment issues; and

(iii) the inclusion in the Committee's Work Plan of items regarding (A) the bringing back of the Sheffield Enterprise Centre under Council control; and (B) the Food Plan from a business perspective; and

(b) the Forward Plan for the period 12<sup>th</sup> September, 2012 to 12<sup>th</sup> December, 2012 be received and noted.

**10. DATE OF NEXT MEETING**

10.1 Thursday 15<sup>th</sup> November 2012 at 2.00 p.m. in the Town Hall.





# Making the most of the 2012 Olympic and Paralympic Games

Gary Clifton  
Sheffield City Council



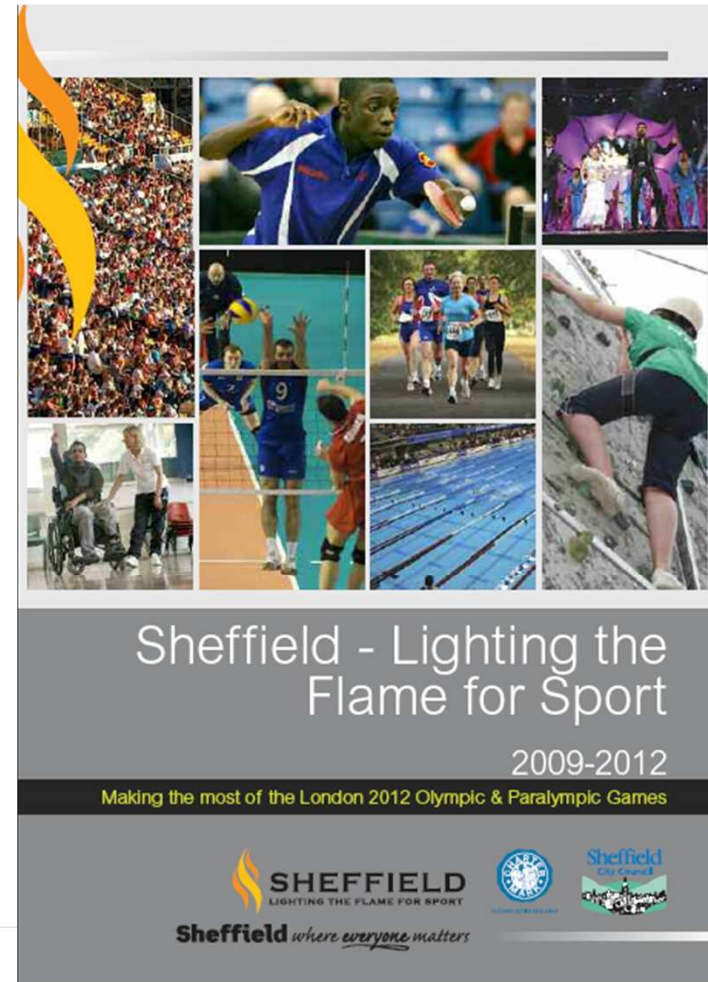


- Benefits of the 2012 Games
- 2013 Major Events Programme
  - Opportunity for discussion



1. Increase participation in sport and physical activity
2. Coach and volunteer development
3. Top level sport
4. The Cultural Olympiad
5. Major sports events and International Training Camps
6. Business development

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# Benefits for Sheffield so far...

- **60** - The number of national and international events in 2011/12.
- **45** – the number of international training camps as a direct result of London 2012
- **50,000** - Number of additional people (visitors)
- Ever increasing participation rates since 2006
- **£30 million** - Economic benefit
- **101** - Number of Team GB and ParalympicsGB athletes training in the city





# Benefits for Sheffield so far...

- At least 10 Sheffield businesses have won direct contracts to supply the ODA who are building the Olympic park e.g. Arnold Laver & Pitchmaster PMB
- 55% of Sheffield schools have applied for Get Set (2012 education programme)
- Sheffield's adult (16 years and over) participation rate in sport and active recreation has increased ever since 2006 - against a static national picture since 2008. There was a 3% increase in those doing at least 3 active recreation sessions per week and 7% in those doing at least one.
- Sheffield has held in excess of 50 Cultural Olympiad projects. The Beautiful Games exhibit drew 150,000 visitors in Sheffield and 300,000 at the V&A in London, as well as the Sheftival event in the Don Valley Bowl.
- 11 London 2012 Games "Inspire" projects have been commissioned in Sheffield e.g. Care Home Olympics
- 2 x new disability clubs have been established in Sheffield (Boccia and Goalball)
- Sheffield chosen as one of only three National Centres for Sport and Exercise Medicine, which benefits from a £10m capital investment.







# 2012 Successes

- 110,000 take to the streets for Torch Relay.
- Major sports events programme
- Individual's performances
- Media coverage





# High Performance Success

- 1 in 7 GB athletes competing at the games will have prepared in Sheffield
- 101 Olympic/Paralympic athletes are from, or trained in Sheffield (permanent roll of honour in the Winter Garden)
- 36 medallists in all trained or were from Sheffield, across the sporting spectrum.
- GB volleyball women's and British Table Tennis programmes last year saw support from SCC, SIV, SHU, Claremont, Stagecoach to keep them in Sheffield
- Discussion with ITTF and China to have a European Training base at EIS Sheffield. Also regional base for England Netball, Judo and five GB World Class Sports Programmes.
- Ping for table tennis across the city.







## Torch Relay / Games Time / Paralympic Flame

- Hugely successful – 11,000 across the city and 20,000 in city centre alone.
- SAYLS volunteers joined the GamesMakers
- Paralympic Flame at the Sheffield Fayre - 10,000 people







# 2013 Major Events Programme - Highlights

- British Junior Open Squash Championships - Jan
- British Athletics and European Trials and Indoor Athletics Championships – Feb
- The British Universities Championships – Mar
- Global Manufacturing Festival - Mar
- World Snooker Championships – Apr
- British Disability Swimming Championships
- Sheffield Half Marathon – Jun
- DocFest – Jun
- Sheffield Children’s Festival – Jun
- British Swimming Championships – Jun
- Cancer Research UK - Race for Life - Jun
- Cliffhanger – Jul
- Tramlines – Jul
- British Transplant Games - Aug
- Sainsbury’s School Games - Sep
- Art In The Gardens – Sep
- Made Festival – Sep
- Sheffield Food Festival – Sept
- European Karate Championships - Oct
- Fright Night – Oct
- Off the Shelf – Oct/Nov
- Christmas Lights, Switch On – Nov
- British Figure Skating Championships – Nov / Dec





# Legacy

- World class venues
- SCC, STH and both universities partnership for NCESEM
- Award winning delivery
- ITTF European Table Tennis Hub
- Brazillian NOC – Road to Rio
- Improved relationship with GB Sports based here (TT, Diving, Boxing, Volleyball) - events, participation
- Capilatise on “games makers” – volunteer network
- Schools Games





# Long Term Legacy

- Sustainable Venues
- Reducing Health Inequalities
- Growing Clubs





# Partners

- Sheffield International Venues
- Marketing Sheffield
- Sheffield Hospitality
- Welcome to Yorkshire
- UK Sport
- University of Sheffield
- Sheffield Hallam University
- National Governing Bodies of Sport / International Federations
- Sheffield Academy of Young Leaders
- Claremont Hospital





- Questions



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## Report to 15 November 2012 Scrutiny & Policy Development Committee

**Report of:** Head of Highway Maintenance

**Subject:** Streets Ahead Update

**Author of Report:** Steve Robinson, Head of Highway Maintenance

**Summary:**

This report is intended to give a brief update about the Streets Ahead contract and how it has progressed in its first few months of operation

The information presented has been requested by the Committee to enable it to scrutinise the establishment and early performance of the Streets Ahead contract

**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	<b>Y</b>
Other	

**The Scrutiny Committee is being asked to:**

The Committee is asked to note the contents of the paper and the further information provided at the Scrutiny meeting

**Background Papers:**

None

**Category of Report:** OPEN

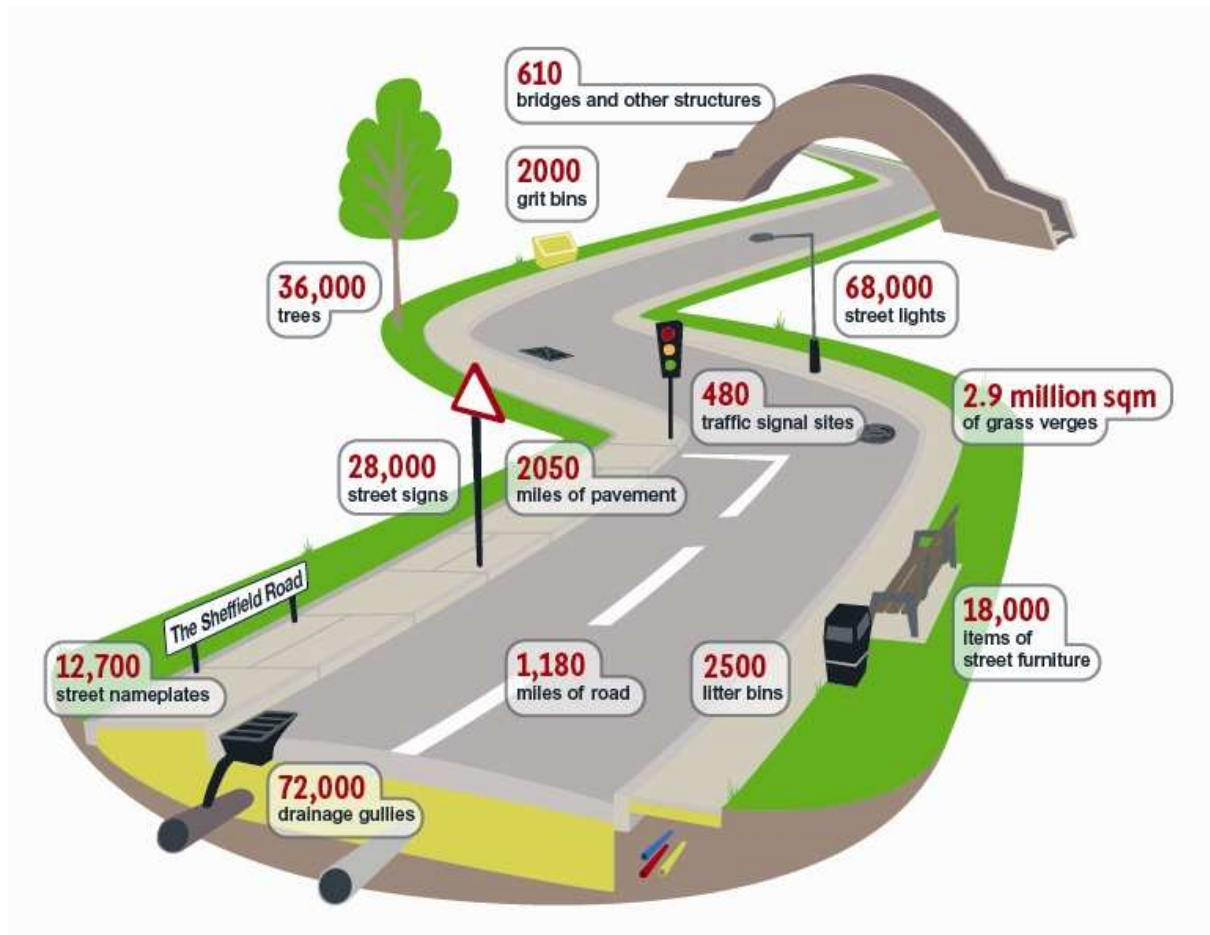
# Report of the Head of Highway Maintenance – Streets Ahead Update

## 1. Introduction to Streets Ahead

After approximately 6 years of procurement using the Competitive Dialogue process the Streets Ahead contract commenced on 20 August 2012. After the lengthy competitive process Amey were chosen as the Preferred Bidder from the final 2 bidders and then followed a short ,mobilisation period where Amey and the Council worked together to be ready for commencement date.

The contract will last for 25 years with most of the work being done in the first 5 years – called the Core Investment period (CIP) – this is when most of the infrastructure will be brought up to a good standard. Amey will then be required to maintain that standard for the remaining 20 years.

The graphic below shows what is included in the contract.



The following areas are not included:-

- Traffic Management and Regulation – still under John Bann in the Councils
- M1 Motorway, Tinsley Viaduct and Stocksbridge By-pass – managed by the Highways Agency
- Maintenance of Unadopted roads – as they are not the responsibility of the Council
- Private structures - such as Network Rail bridges
- Decisions on highway improvement schemes – still under John Bann



- Grounds maintenance of public realm land – now separated from this Highway maintenance PFI

#### *How Streets Ahead will work*

In order to not bring the city to a standstill Amey proposed that the city has been divided into a number of areas which will be carried out individually to reduce disruption. There are 2 types of areas or zones – one for main roads (A zones) and one for residential areas (B zones). When work is fully up to speed there will be between 5 and 7 zones being worked on at any one time. The sequence of the zonal work was determined by Amey and they intended it to meet their contractual obligations as well as be logical and deliverable. There is a contractual requirement to work in each Community Assembly area in each of the 5 years of the CIP. Each zone will take between 14 and 20 weeks to complete. The order of work will be:-

- Streetlights & Trees
- Pavements & Kerbs
- Gullys/Drains
- Roads

There will also be other localised work involving bridges and traffic signals which will be carried out separately from the zones.

The programming of such a significant amount of work is a key success factor and both the Council and Amey have identified additional staff to invest time in making the programme as efficient as it can be.

Note that Streets Ahead is about dealing with the poor condition of the City's roads and infrastructure rather than being about adding extra things such as new pedestrian crossings. Such work can and will be accommodated but funding has to be found such as through the normal Local Transport Plan arrangements.

#### *Benefits*

The Streets Ahead contract has many benefits including for example smoother roads. The Department for Transport took the benefits into account during its funding negotiations and there is some work ongoing with them into the development of a Benefits Realisation package.

## **2. Introduction to Amey**

### *Experience*

There are Highways PFI opportunities in Birmingham, Hounslow, Isle of Wight, Portsmouth and Sheffield with Sheffield being the biggest followed by Birmingham. Amey bring their experience of Birmingham having started over 2 years ago to our contract. Part of the procurement exercise involved talking to the other PFI managers to get their input. Additionally Amey are one of the biggest and most successful companies that provide highway maintenance services to central and local government.

### *Approach to Sheffield.*

The Streets Ahead project is a key strategic project for Amey. They have stated their intentions to become an enthusiastic member of the community of Sheffield and the 25 year contract duration allows them to support that with long term investments and job creation. In addition Amey are working on a package of Corporate Social Responsibility initiatives where they can add value across the City.

In carrying out the Streets Ahead contract Amey will create around 200 jobs including 30 apprentices and topped up by other new jobs in their supply chain.

### *Culture of the company*

Amey put Health and Safety at the core of everything they do. Members may have seen the Amey staff around the city in their bright clothing which not only makes them visible but helps embed the safety culture positively.

People care is another core component and that involves talking directly to staff on a regular basis to encourage 2 way engagement.

### *Approach to embedding former Sheffield City Council staff*

Amey worked with the transferring staff during the mobilisation period to get them familiar with the company approach and the differences between how they worked and how Amey needed them to work to comply with the contract.

## **The Contract**

### *Performance Requirements*

There are 753 individual performance requirements in the contract which are spread across each services area eg repairs to potholes, fixing street lights, cutting grass, etc. Each month Amey produce a Monthly Monitoring Report that highlights the performance over the previous month. They are expected to self monitor and then Council staff will carry out audit checks to see that the monitoring is appropriate and effective. The Performance regime is based on making deductions from payments where the service fails below the expected standard. There are no penalties in the system but rather deductions for non performance. Amey have developed a completely new system to monitor performance for this contract.

### *Governance of the Contract*

The governance arrangements for managing the Contract have been developed in accordance with the Council's Intelligent Client Model (ICM) and designed to take account of the complex nature of the Contract.

The teams managing the Contract comprise a Service Area Client Team (Highway Maintenance Division) together with a Contract Management Team (Commercial Services). The teams will work together to manage the Contract and ensure the service is delivered in accordance with the Contract and that the benefits identified in the Business Cases for the Contract are realised.

The contract has 3 main boards which have representation from the Council and Amey:-

Strategic Board (meets quarterly)

The purpose of the Strategic Board is to ensure strategic cohesiveness and the alignment of the Service Provider's objectives and goals with the Authority's Corporate Priorities, Values and Outcomes where relevant to the Contract. The Strategic Board will also assist in giving strategic direction to the management of the Project and ensure that longer term issues are properly considered. It is not involved in the management of the Contract unless matters of a serious nature are escalated to it.

Management Board (meets monthly)

The purpose of the Management Board is to review and discuss any matters arising from the Draft Monthly Payment Report or any issues relating to payment.

Service Operations Board (meets monthly)

The purpose of the Service Operations Board Meeting is to review and discuss any matters arising from the Monthly Performance Monitoring Report .

There is also an internal Highway Maintenance Contract Board has been established to replace the Highway Maintenance Project Board.

The Highway Maintenance Contract Board will be chaired by the Contract Sponsor. Its membership comprises:

- Simon Green, Executive Director - Place Portfolio, Contract Sponsor;
- Les Sturch, Director of Development Services
- Laraine Manley, Head of Corporate Resources
- Lynne Bird, Head of Legal Services; and
- Barry Mellor – Director of Commercial Services

The Highway Maintenance Contract Board will also be attended by Steve Robinson (Head of Highway Maintenance), Ian Kirby (Technical Manager), Wendy Woodhead (Operational Processes Manager) and Liz Buck (Contract Manager).

The role of the Highway Maintenance Contract Board is to ensure a consistent high quality standard is achieved for the Highway Maintenance PFI Contract. Its role is "management by exception". .

In accordance with the Contract, the Head of Highway Maintenance will act as the Authority's Representative and take decisions on behalf of the Council, expect where powers are reserved to the Monitoring Officer, Lynne Bird. Appropriate operational matters will be delegated to members of the Service Client team.

The key tasks of the Highway Maintenance Contract Board include:

- Receiving updates/reports detailed below and making appropriate decisions based on the reports;
- Making key decisions on behalf of the Council ;
- Checking that the Contract is being managed properly;
- Provide input to the Contract Strategic Board;

- Providing advice and guidance to the Contract Sponsor, Head of Highway Maintenance and the Service Area Client;
- Considering any major changes which might impact on the Contract;
- Communicating any changes from other contracts and externalised services that may affect the Contract;
- Considering the effects of Council or stakeholder decisions and actions on the Contract;
- Monitoring of Benefits Realisation and achievement of milestones and other key project achievables; and
- Monitoring the risk management of the Contract.

#### *Delegation*

The Authority Representative is the Head of Highway Maintenance and in accordance with the Leader's Scheme of Delegation, Simon Green has delegated some specific parts of his authority as Executive Director, Place to allow decisions to be taken as the representative of the Council in order to fulfil the Council's obligations under the Contract.

The delegated authority is in relation to the power to make operational and technical decisions under the terms of the Streets Ahead Contract as the named 'Authority Representative', that will be legally binding on the Council in accordance with the terms of that Contract. However, given the significant nature of some of the decisions within the Streets Ahead Contract, in relation to termination of the Contract, High Value Changes, and Step-In, there is no delegation of authority to make decisions in relation to those matters.

The delegation of authority has also allowed the further delegation (where appropriate) of authority to senior managers within the Client team and to the Contract Manager. This delegation will ensure business continuity and resilience, allow a faster decision making process and enable requests made by Amey under the Contract to be processed by the relevant technical/commercial professional.

### **3. Early Progress**

#### *Progress report to date*

The contract commenced on 20 August 2012 so it is very early to form definite conclusions. It appears that the mobilisation effort was worthwhile as Amey were ready for the start date. Work has begun in 3 zones as planned (Ewden, Shiregreen and Carbrook) and the roadshows for 2 went well with the 3<sup>rd</sup> under attended by businesses in the area. As a result of that a new approach is being used involving a bus that Amey have purchased to take the roadshows out to people rather than them having to travel.

There have been numerous briefings to members, Community Assemblies, interest groups and the public all of which have shown an appetite for information about the project. There is a lot of information about the project on the Council's web site and we are currently drafting further communications plans.

We are now in regular meetings with the numerous stakeholders including utility companies, emergency services, the Passenger Transport Executive etc.

### *Performance Update*

Most areas have performed well. There was a backlog of maintenance that was found at commencement such as gullies that had not been cleaned and that is taking a while to get on top of. Some jobs that Street Force started didn't get handed over with all the information so some works finish dates indicated previously could not be delivered but that was not as a result of Amey.

We have been impressed by the responsiveness of Amey in dealing with defects. So when problems on the road network are raised Amey have worked very hard to repair any defects and give a good customer service.

There have been some teething problems in establishing the new and extended customer contact service beyond that which was in place within the Council prior to contract commencement. This has meant some frustration for callers about the length of call times and some defects reported were "lost". As with any IT systems driven area there has been some problems about the interfaces but work is progressing well to fix that.

Members have been reluctant to use the established routes for reporting defects and that has in some cases led to longer repair times. Additional member briefings have been planned.

Where Amey rely on the transferring staff there have been some minor performance issues. This relates to where the transferred staff have continued to do what they did prior to the start of the contract when there are new performance requirements so some degree of failure is inevitable. Amey are tackling this cultural area but change will not happen overnight. An example is litter picking in the City Centre where early in the contract there were some problems but the Council and Amey worked together on an improvement plan that has been effective.

Amey have twice weekly sessions internally to encourage open dialogue about service issues which are having a positive effect.

There have also been some examples of good performance eg the local Community Assembly Steward received a round of applause from Shiregreen Community Assembly when giving them an update on progress.

### **3 What does this mean for the people of Sheffield?**

The Streets Ahead project is the biggest project to happen in the City and will affect every area. With an expected resurfacing of 70% of the City's roads in the first 5 years there will inevitably be some disruption. However at the end of this time the City's roads will have jumped from being on of the worst in the county to one of the best. The City's look and feel will be transformed and not only this there will be additional measurable benefits.

Below is a list of possible benefits as contained in the Final Business Case submitted to the Department for Transport in seeking financial support:-

#### **Primary**

- Improvement to the Highway assets
- Improved surfaces to carriageways and footways
- Replaced and modernised streetlighting, traffic lights and illuminated signs

- Replacement and better maintenance of highway trees
- Retention, stabilisation and increasing of employment

### **Secondary**

- Improved quality and reliability for service users
- Improvements in the streetscene
- Areas more attractive to investors
- Improved use of public transport
- Easier access to areas of employment
- Allows other regeneration projects to realise their full potential
- Reduction in road traffic accidents
- Reduction in vehicle operating costs
- Improvements in noise and air quality
- Encourages greater use of healthy and more sustainable modes of transport
- Reduction in night time crimes
- Encourages pedestrians to use streets more
- Reduces fear of crime
- Improved biodiversity as number of species increases
- Increase in number of staff employed, directly and indirectly, on highway maintenance operations in the City
- Increase in pool of appropriately trained, competent and qualified staff
- Reduction in public liability claims
- Reduced unit costs, including through opportunities for application of private sector efficiencies arising from the scale of the Project and opportunities for innovation

Further work is ongoing to identify measures and fine tune the list.

The following direct Benefits for the Community have also been suggested:-

- **Emergency Services** – well-maintained carriageways and well-signed routes
- **Residents** – better overall streetscene
- **Businesses** – highway network that enables journey and delivery times to be reliable; improved inward investment into the City
- **Visitors** – an attractive City streetscene and clearly signed routes
- **Cyclists** – safer journeys through smoother road surfaces and better road markings
- **Bus Operators** – well maintained footpaths and improved lighting - promoting increased use of public transport; highway trees trimmed to prevent damage to buses
- **Road users** – reduced vehicle maintenance and fuel costs

### **4. Recommendation**

The Committee is asked to consider the contents of the report and invited to ask any questions at the meeting of 15 November 2012.



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

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**Report of:** Policy Officer (Scrutiny)

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**Date:** 15 November 2012

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**Subject:** Work Programme and Cabinet Forward Plan

### 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.

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### Recommendations:

That the Committee:

- Considers the work programme and Cabinet Forward Plan
  - Identifies further issues for inclusion on the work programme
-

What	Why	How	When
<b>Environment, Recycling and Streetscene Update</b>	To hear from the Cabinet Member on progress and performance to date, and future Challenges	Report	15 <sup>th</sup> November 2012
<b>Highways PFI</b>	To consider plans and progress of the Highways PFI; including discussions with the Contractor	Presentation and discussion	15 <sup>th</sup> November 2012
<b>Olympic Debrief</b>	To look at the 2012 legacy and how Sheffield can build on this work	Report	15 <sup>th</sup> November 2012
<b>Sheffield Cultural Trusts</b>	To consider the priorities, performance and challenges of the City's Cultural Trusts	Report	Winter 2012
<b>City Centre Vibrancy</b>	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 <sup>th</sup> 2013
<b>Parking on Dropped Kerbs and Pavements</b>	Officers to bring forwards a report outlining possible approaches to parking on dropped kerbs and pavements across the City.	Report	January 17 <sup>th</sup> 2013
<b>Joint meeting with the Children, Young People and Family Support</b>	As requested by Full Council, to look at what support the Council is giving to the development of	Special Meeting	Early 2013



<b>Scrutiny Committee</b>	the University Technical College. This session could be broadened to include Sheffield's approach to skills, apprenticeships, youth employment etc.		
<b>City Deals</b>	To understand the detail of the City Deal and receive a progress report on implementation to date.	Tbd	Early 2013
<b>Sheffield as a Business Friendly City – hearing from local businesses.</b>	Following the September Session with Business – the Committee requested further discussions to be scheduled to include apprenticeships, finance, Small and Medium Sized Enterprises and Sole Traders, promoting Sheffield, fostering entrepreneurship, planning, the Sheffield £ and understanding Sheffield business failures	Tbd	Spring 2013
<b>Sheffield Enterprise Centre</b>	The Committee wishes to consider options for bringing the Sheffield Enterprise Centre back under Council control.	Tbd	Tbd
<b>Sheffield Food Plan</b>	To consider the Sheffield Food Plan from a business perspective	Tbd	Tbd
<b>Copenhagen Declaration</b>	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  
December to February**

<b>Date decision is expected to be taken and who will take the decision?</b>	<b>Description of decision</b>  K = Key Decision P = Statutory Plan - part of budget and policy framework	<b>Cabinet Member and relevant Scrutiny Policy and Development Committee</b>	<b>What documents will be considered by the decision maker?</b>	<b>Date agenda documents available</b>	<b>Who can I contact about this issue and request documents, subject to availability?</b>
12/12/12 Cabinet	Revenue Budget and Capital Programme monitoring 2012-13 (Month 6) (K)	Councillor Bryan Lodge  Overview and Scrutiny Management	Report of the Executive Director, Resources.	4/12/12	Resources Allan Rainford Tel: 2752596 <a href="mailto:Allan.rainford@sheffield.gov.uk">Allan.rainford@sheffield.gov.uk</a>
12/12/12 Cabinet	Community Covenant Action Plan	Councillor Julie Dore  Overview and Scrutiny	Report of the Executive Director, Resources	4/12/12	Resources Julie Bullen Tel: 2736972 Email: <a href="mailto:Julie.bullen@sheffield.gov.uk">Julie.bullen@sheffield.gov.uk</a>
12/12/12 Cabinet	Community Covenant Annual Report 2011/12	Councillor Julie Dore  Overview and Scrutiny	Report of the Executive Director, Resources	4/12/12	Resources Julie Bullen Tel: 2736972 Email: <a href="mailto:Julie.bullen@sheffield.gov.uk">Julie.bullen@sheffield.gov.uk</a>
12/12/12 Cabinet	Future of Council Housing	Councillor Harry Harpham	Report of the Executive Director,	4/12/12	Communities Vicky Kennedy

<b>Date decision is expected to be taken and who will take the decision?</b>	<b>Description of decision</b>  K = Key Decision P = Statutory Plan - part of budget and policy framework	<b>Cabinet Member and relevant Scrutiny Policy and Development Committee</b>	<b>What documents will be considered by the decision maker?</b>	<b>Date agenda documents available</b>	<b>Who can I contact about this issue and request documents, subject to availability?</b>
		Safer and Stronger Communities	Communities.		Tel: 29 30241 <a href="mailto:Vicky.Kennedy@sheffield.gov.uk">Vicky.Kennedy@sheffield.gov.uk</a>
12/12/12 Cabinet	Community Infrastructure Levy (Preliminary Draft Charging Schedule for Consultation) and Infrastructure Delivery Plan.	Councillor Leigh Bramall  Economic and Environmental	Report of the Executive Director, Place.	4/12/12	Place Richard Holmes Tel: 205 3387 <a href="mailto:richard.holmes@sheffield.gov.uk">richard.holmes@sheffield.gov.uk</a>
12/12/12 Cabinet	Wybourn Site Disposal 1b	Councillor Harry Harpham  Safer and Stronger Communities	Report of the Executive Director, Place.	4/12/12	Place Tamsin Auckland Tel: 2052677 <a href="mailto:Tamsin.auckland@sheffield.gov.uk">Tamsin.auckland@sheffield.gov.uk</a>
13/12/12 Cabinet Highways Committee	Flexible use of Bus Lanes (No Car Lanes / HoV Lanes)	Councillor Leigh Bramall  Economic and Environmental Wellbeing	Report of the Executive Director, Place.	5/12/12	Place Simon Botterill Tel: 273 6167 <a href="mailto:simon.botterill@sheffield.go.uk">simon.botterill@sheffield.go.uk</a>

<b>Date decision is expected to be taken and who will take the decision?</b>	<b>Description of decision</b>  K = Key Decision P = Statutory Plan - part of budget and policy framework	<b>Cabinet Member and relevant Scrutiny Policy and Development Committee</b>	<b>What documents will be considered by the decision maker?</b>	<b>Date agenda documents available</b>	<b>Who can I contact about this issue and request documents, subject to availability?</b>
13/12/12 Cabinet Highways Committee	Objections to traffic measures related to Buchanan Road, Chaucer Road public realm improvement	Councillor Leigh Bramall  Economic and Environmental Wellbeing	Report of the Executive Director, Place.	5/12/12	Place Simon Botterill Tel: 273 6167 <a href="mailto:simon.botterill@sheffield.gov.uk">simon.botterill@sheffield.gov.uk</a>
13/12/12 Cabinet Highways Committee	Crookes/Nile Street Junction Improvement Scheme	Councillor Leigh Bramall  Economic and Environmental Wellbeing	Report of the Executive Director, Place.	5/12/12	Place David Whitley Tel: 273 4192 <a href="mailto:David.whitley@sheffield.gov.uk">David.whitley@sheffield.gov.uk</a>
13/12/12 Cabinet Highways Committee	Duke Street Bus Gate	Councillor Leigh Bramall  Economic and Environmental Wellbeing	Report of the Executive Director, Place.	5/12/12	Place Cate Jockel Tel: 27 34192 <a href="mailto:Cate.jockel@sheffield.gov.uk">Cate.jockel@sheffield.gov.uk</a>  Andy Mckie Tel: 273 4286 <a href="mailto:Andy.mckie@sheffield.gov.uk">Andy.mckie@sheffield.gov.uk</a>
13/12/12	Local Sustainable Transport	Councillor Leigh	Report of the	5/12/12	Place

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Cabinet Highways Committee	Fund Main Bid	Bramall  Economic and Environmental Wellbeing	Executive Director, Place.		Dick Proctor Tel: 273 5502 <a href="mailto:Dick.proctor@sheffield.gov.uk">Dick.proctor@sheffield.gov.uk</a>
13/12/12 Cabinet Highways Committee	Upperthorpe & Netherthorpe Permit Parking Scheme Outcome of the Traffic Regulation Order Process	Councillor Leigh Bramall  Economic and Environmental Wellbeing	Report of the Executive Director, Place.	5/12/12	Place Brian Hey Tel: 273 6086 <a href="mailto:Brian.hey@sheffield.gov.uk">Brian.hey@sheffield.gov.uk</a>  Cate Jockel Tel: 27 34192 <a href="mailto:Cate.jockel@sheffield.gov.uk">Cate.jockel@sheffield.gov.uk</a>
13/12/12 Cabinet Highways Committee	Objections to South Lane TRO	Councillor Leigh Bramall  Economic and Environmental Wellbeing	Report of the Executive Director, Place.	5/12/12	Place: David Whitley Tel: 273 4192 <a href="mailto:David.whitley@sheffield.gov.uk">David.whitley@sheffield.gov.uk</a>
10/1/13 Cabinet	National Road Safety Strategy/Sheffield Road	Councillor Leigh Bramall	Report of the Executive Director,	2/1/13	Place Susie Pryor

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Highways Committee	Safety Vision (K)	Economic and Environmental Wellbeing	Place.		Tel: 273 6205 Susie.pryor@sheffield.gov.uk
16/1/13 Cabinet	Revenue Budget and Capital Programme monitoring 2012-13 (Month 7) (K)	Councillor Bryan Lodge  Overview and Scrutiny Management	Report of the Executive Director, Resources.	8/1/13	Resources Allan Rainford Tel: 2752596 <a href="mailto:Allan.rainford@sheffield.gov.uk">Allan.rainford@sheffield.gov.uk</a>
16/1/13 Cabinet 6/2/13 Council	Sheffield Development Framework: City Policies and Sites Document and Proposals Map – the Pre-submission Version (K)	Councillor Leigh Bramall  Economic and Environmental Wellbeing	Report of the Executive Director, Place.	4/12/12	Place Peter Rainford Tel:273 5897 <a href="mailto:peter.rainford@sheffield.gov.uk">peter.rainford@sheffield.gov.uk</a>
16/1/13 Cabinet	Re-let at Target Rent Consultation (K)	Councillor Harry Harpham  Safer and Stronger Communities	Report of the Executive Director, Communities.	8/1/13	Communities Liam Duggan Tel: 2930240 <a href="mailto:liam.duggan@sheffield.gov.uk">liam.duggan@sheffield.gov.uk</a>
16/1/13 Cabinet	The Future Delivery of Housing Repairs and	Councillor Harry Harpham	Report of the Executive Director,	8/1/13	Resources Jed Turner

<b>Date decision is expected to be taken and who will take the decision?</b>	<b>Description of decision</b>  K = Key Decision P = Statutory Plan - part of budget and policy framework	<b>Cabinet Member and relevant Scrutiny Policy and Development Committee</b>	<b>What documents will be considered by the decision maker?</b>	<b>Date agenda documents available</b>	<b>Who can I contact about this issue and request documents, subject to availability?</b>
	Maintenance (K)	Safer and Stronger Communities	Resources.		Tel: 27 34066 <a href="mailto:Jed.turner@sheffield.gov.uk">Jed.turner@sheffield.gov.uk</a>
16/1/13 Cabinet	Housing Revenue Account (HRA) Business Plan Update, HRA Budget and Rent Increase 2013/14 (K)	Councillor Harry Harpham  Safer and Stronger Communities	Report of the Executive Director, Communities.	8/1/13	Communities Liam Duggan Tel: 2930240 <a href="mailto:liam.duggan@sheffield.gov.uk">liam.duggan@sheffield.gov.uk</a>
13/2/13 Cabinet	Revenue Budget and Capital Programme monitoring 2012-13 (Month 8) (K)	Councillor Bryan Lodge  Overview and Scrutiny Management	Report of the Executive Director, Resources.	5/2/13	Resources Allan Rainford Tel: 2752596 <a href="mailto:Allan.rainford@sheffield.gov.uk">Allan.rainford@sheffield.gov.uk</a>
14/2/13 Cabinet Highways Committee	Hillsborough Permit Parking Review	Councillor Leigh Bramall  Economic and Environmental Wellbeing	Report of the Executive Director, Place.	6/2/13	Place Cate Jockel Tel: 273 4192 <a href="mailto:Cate.jockel@sheffield.gov.uk">Cate.jockel@sheffield.gov.uk</a>



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 Policy and Development Committee	What documents will be considered by the decision maker?	Date agenda documents available	Who can I contact about this issue and request documents, subject to availability?
<p><b>A key decision*</b> 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 <a href="http://www.sheffield.gov.uk">www.sheffield.gov.uk</a>. 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, Town Hall, Sheffield S1 2HH email to: <a href="mailto:committee@sheffield.gov.uk">committee@sheffield.gov.uk</a></p>					