

# Streets Ahead Contract Data Sheet **Amey**

Produced by Finance and Commercial Services  
Managers of the Council's External Spend

## **Purpose**

This document is one of a series of documents produced by Finance and Commercial Services providing information on Sheffield City Council's key Suppliers, the Services they provide and their performance in the delivery of those Services.



## Introduction

Sheffield City Council has defined the best practice approach implemented for managing and developing its commercial relationships - the Intelligent Client Model. This is supported by a world class contract management approach developed by the Council's Procurement and Supply Chain Service (PSC).

The 'Intelligent Client' is defined as the integrated roles, responsibilities, structures, processes and values that exist to ensure that Sheffield City Council manages and develops the delivery of services and systems, minimises risk and obtains value for money over the full life of the commercial relationship. It is defined by the legal agreement put in place between the Council and the Service Provider.

The Intelligent Client approach to Contract Management comprises Service Area activities and Commercial Contract Management activities.

Service Area activities are:

- Policy, Strategy and Planning
- Service development and Business Requirements
- Technical and Service Assurance

Commercial Contract Management activities are:

- Contract Performance Management
- Contract Process Management
- Supplier Relationship Management

All of the Council's major contracts are commercially contract managed by the Procurement and Supply Chain Service. Other Contracts are managed by the Service Area, with commercial support provided by the relevant category team in the PSC service.

The PSC service is also responsible for:

- The overall approach to Contract Management across the Council
- Defining the Contract Management policies, processes, working practices, tools and techniques: and
- Maintaining and developing the Council's Intelligent Client arrangements.

## An overview of Amey

### What Amey do

Amey works with both public and private sector clients, supporting them to deliver services to the public more effectively. They increase the quality of services by introducing efficiencies and innovation to the processes and principles that underpin their service delivery.

Amey operate across three principal sectors; Transport, Social and Environmental Infrastructure. The services they offer include:-

#### **Consulting Services**

Amey offers a range of multi-disciplinary services to its customers, driving value across its asset portfolio. They offer a whole-life approach to asset management, from advisory and design services, through performance monitoring, to ultimate management of asset operation and use.

#### **Highways Infrastructure**

Amey delivers a comprehensive highways infrastructure service to clients across the UK including local authorities, the Highways Agency, Transport for London and Transport Scotland.

#### **Waste Management**

Amey, as part of AmeyCespa, provides over 40 years of international, unparalleled experience in waste management, with an emphasis on pioneering new technologies.

#### **Environmental Services**

Connecting high quality environmental consultancy with whole life asset management, Amey's environmental team delivers solutions to clients that demonstrate sustainability throughout the whole asset lifecycle.

#### **Rail Infrastructure**

Amey keeps the UK on track through bespoke engineering and whole life asset management of over ground and underground rail networks. Our rail team is made up of diverse and highly skilled engineers, inspectors, examiners and project managers

#### **Transportation Services**

Amey's in-house fleet and plant capability means it is perfectly placed to provide transportation facilities to our customers.

#### **Property and Facilities Management**

Amey provides a comprehensive range of facilities management services. We deliver services to a large proportion of the government's estate, as well as to departments, agencies, non-departmental bodies and the private sector.

## Amey: Streets Ahead

### Structures Management

Amey delivers savings for its customers through whole-life asset management of their structures portfolio. Our Structures team are experts with a proven capability in delivering asset management services across a range of structures.

### Ferrovial – Parent Company

Amey's parent company Ferrovial is one of the world's leading infrastructure companies, with a workforce of approximately 70,000 employees and operations in more than 15 different countries.

The Ferrovial business model focuses on integrated infrastructure management: design, build, finance, operate and maintenance projects (DBFOM). The company also focuses on sustainable growth, underpinned by a portfolio of high quality, long term businesses. This approach to sustainable development is starting to be recognised in financial markets. For the fourteenth consecutive year, Ferrovial has been included in the DJSI World and the DJSI STOXX, and for the tenth year in a row, it is part of the FTSE4Good index.

### Amey Hallam Highways Ltd

Amey Hallam Highways Ltd is the Special Purpose Vehicle (SPV) formed by Amey to finance and deliver the Services required under the Contract. The Key Sub-contractor to the SPV is Amey Local Government (Sheffield). Supporting Amey LG are the second tier contractors; Tarmac and Henry Boot.



Amey support the local economy through the use of local suppliers which comprise 96% of their supply chain. Some examples of the many local suppliers with whom Amey work are:



## Amey's Local Operating Bases

Amey Hallam Highways Ltd (Amey)

Website: <http://amey.co.uk>

Operational Depots: Olive Grove and Ecclesfield

Amey's main depot is Olive Grove. The Ecclesfield depot services the north of the city and forms part of Amey's business continuity strategy in times of emergency.

## How to Contact Amey

### Streets Ahead Contract:

<http://www.sheffield.gov.uk/content/sheffield/home/roads-pavements/report-road-problems.html>

**Project twitter feed:-** @sccstreetsahead

### How to contact us:

**Email:** [streetsahead@sheffield.gov.uk](mailto:streetsahead@sheffield.gov.uk)

**Online:** <https://www.sheffield.gov.uk/streetsahead>

**Telephone:** 0114 27 34567

## Full Description of Services provided

The Streets Ahead contract is a fence-to-fence approach to highway maintenance. The core services being provided are:

- Road and pavement maintenance
- Winter gritting and snow clearance
- Bridge and other highway structures maintenance
- Tree maintenance and replacement
- Verge and landscape area maintenance
- Traffic lights and road sign maintenance
- Street lights maintenance
- Road drainage maintenance
- Street cleaning
- Street furniture maintenance including nameplate, bollards, safety fences, barriers and benches

For more details on each of the highway maintenance services please visit: <https://www.sheffield.gov.uk/streetsahead>

To report any faults of the highway maintenance services please visit the following website and complete the online form: <http://www.sheffield.gov.uk/home/roads-pavements/report-road-problems>

In addition to the provision of core services, the Council can, where value for money can be demonstrated, request other services be provided. These may include highway improvement schemes funded by the Local Transport Plan.

Streets Ahead does not include the improvement or maintenance of the following:

- Unadopted roads – e.g. private roads.
- The M1 and the Stocksbridge bypass (looked after by the Highways Agency)

Rural footpaths (i.e. unpaved public rights of way), though they will continue to be maintained by the Council.

## Key Facts and Figures

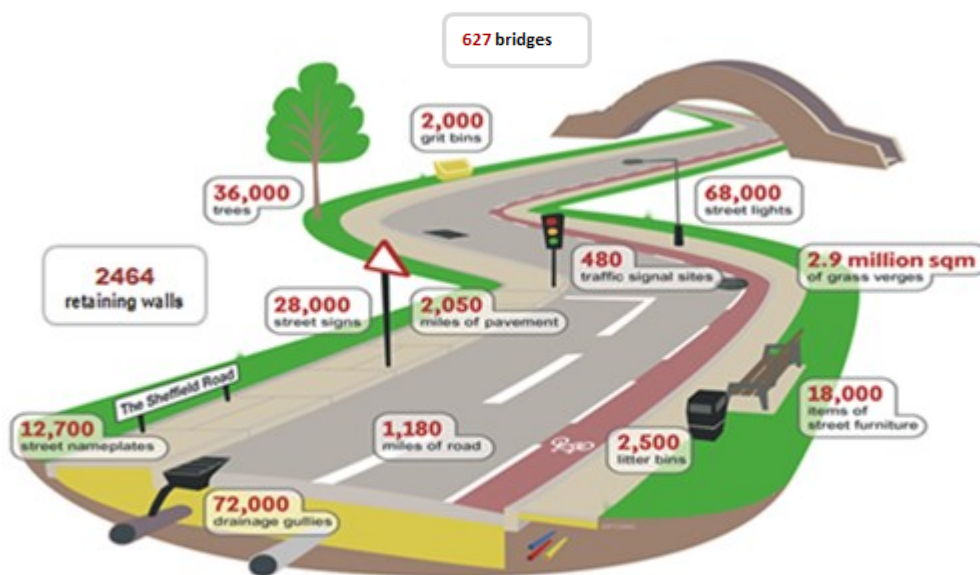
**Contract Period** – 20 August 2012 – 19 August 2037 (25-year Contract Term)

**Contract Value** – £1.95bn

Amey is undertaking a significant upgrade works to the city's highways network during the first five years of the Contract and thereafter maintaining the condition of the highway network and all associated highway assets.

An increased cut to Council budgets has meant that an increased effort to make savings has been necessary. During 2016, Sheffield City Council made significant cost savings to the Streets Ahead Contract through a refinancing arrangement and changes in 2018 to the Grounds Maintenance and Street Cleaning schedules, details of which can be found: <http://democracy.sheffield.gov.uk/documents/s27527/Changes%20to%20Environmental%20Maintenance%20Services.pdf>. As such the contract value above has been amended to account for this.

The diagram below depicts the scale of the highway maintenance service being provided.



Streets Ahead improvements will consist of some (or all) of the following works, depending on what is required for your street:

- Replace street light columns and traffic signals including installing new LED lights

## Amey: Streets Ahead

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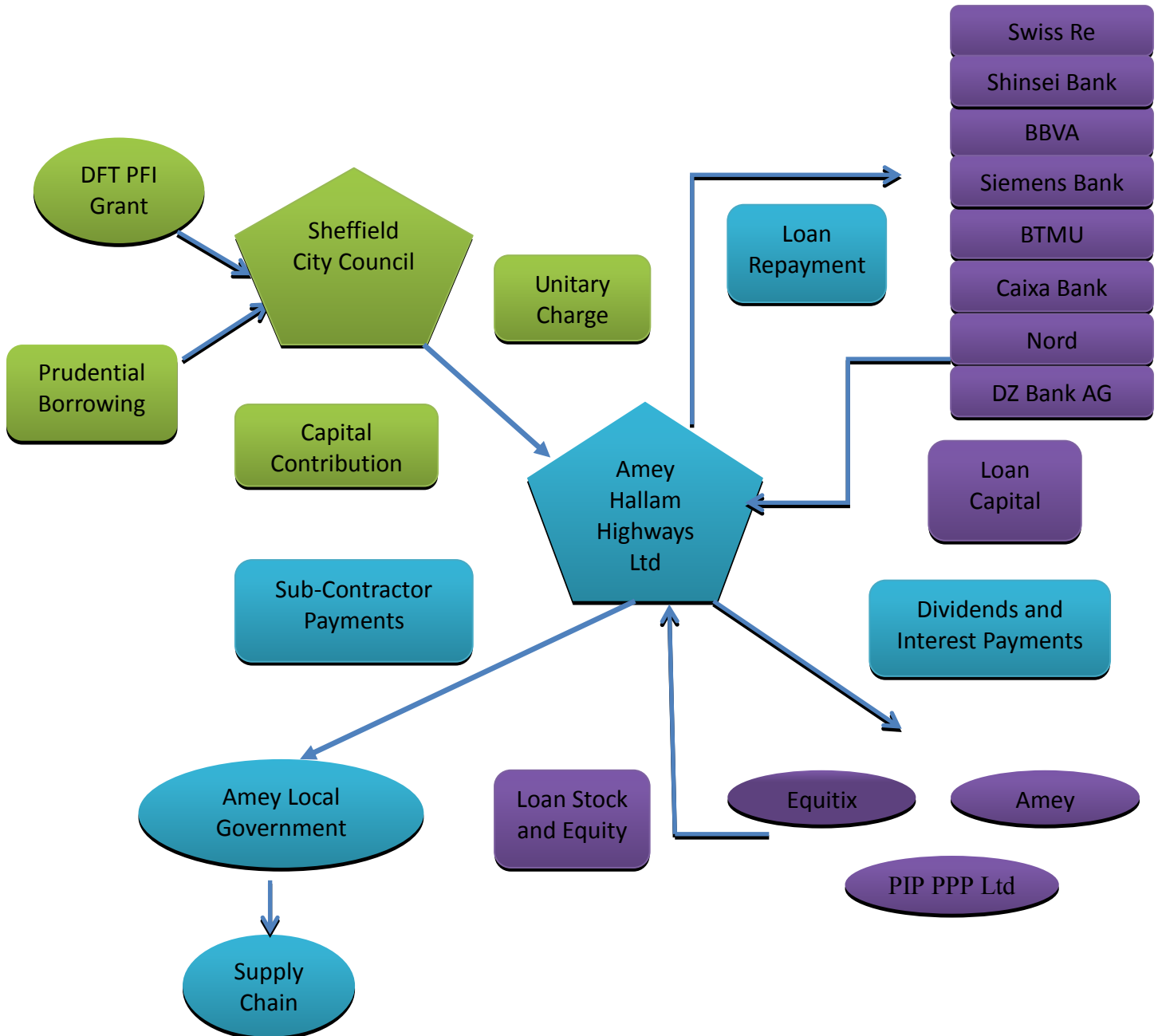
- Replace road-side trees (where existing trees are dead, diseased, dangerous, damaging or obstructing)
- Maintain road drains (gullies and ditches)
- Upgrade the surface water drainage system
- Replace broken and misaligned kerbs
- Resurface roads and pavements
- Upgrade and repair the condition of damaged verges



# Amey: Streets Ahead

## Streets Ahead Contract Funding

The Streets Ahead Contract is financed over the 25 year contract term by the following private and public sector funding as illustrated in the diagram below.



## Contract Management

The Council's Intelligent Client Model for contract management was used to inform the design of the structure of the teams which manage the Contract. A team led by a Senior Procurement and Supply Chain Manager provides best practice contract management working in collaboration with the Head of Highway Maintenance and a team of technical specialists who monitor service quality and assurance. The processes used to manage the contract are designed in accordance with the Council's Contract Management Toolkit.

The Contract is governed by the following joint Boards and associated Sub-teams:

- Strategic Board – Bi-Annually
- Management Board – Monthly
- Service Operations Board – Monthly
- Technical Sub-team Meetings – Monthly

Amey are required to submit a Monthly Monitoring Report which details their performance and progress against programmes of work. The information in the Monthly Monitoring Report is discussed at the Technical Sub-teams and the Service Operations Board, with issues escalated, as and when required, to the Management and Strategic Boards.

The monthly payment is based on a number of different factors relating to Amey's performance, e.g. progress against investment programmes and completed non-core schemes. Amey submit a Payment Report on a monthly basis which is reviewed and discussed with the monthly payment agreed at Management Board.

The Strategic Board's Terms of Reference include monitoring the realisation of benefits, ensuring strategic alignment of the Contract objectives with the Council's Corporate Priorities and discussing any issues which have been escalated through the governance structure.

## Key Performance Data

### Monthly Metrics: January 2020

Service: Immediate Response	No. of Requests for Service	% Achievement within Contractual Timescales
Grounds Maintenance	18	100%
Highways	916	100%
Street Lighting	41	95.23%
Structures	11	100%
Traffic Signals/ITS	224	99.55%
Street Cleaning	65	100%

Service: Non-Immediate Response	January 2020 No. of Requests for Service	% Achievement within Contractual Timescales
Grounds Maintenance	621	96.78%
Highways	2943	98.51%
Street Lighting, Signs and Lines	2656	98.78%
Structures	112	100%
Traffic Signals/ITS	837	99.28%
Street Cleaning	2440	98.07%

Data is based on all enquiries received and processed by Amey.

### Seasonal Metrics: January 2020

No other Information to Report

## Amey's Recruitment, Employment and Apprenticeship Initiatives

### Recruitment and Employment

From the start of the Streets Ahead Contract Amey have worked in partnership with the Sheffield College and Job Centre Plus to maximise employment opportunities for local people. Furthermore they are working with the Youth Justice Service (YJS) in Sheffield, who support young people who are subject to community sentences. Having met with the Education Officer from The YJS who works with young people between the ages of 10 and 18. The YJS was exploring whether or not Amey could offer any kind of support to their programmes. It was agreed that as most individuals are too young to undertake work placements with Amey, they would offer a career aspiration workshop/depot tour and this offer was made to them for potential delivery in 2018.

### Work Experience

Amey offer young people between the ages of 14-16 the opportunity to gain crucial work experience with them. The intake for 2018 has seen 3 placements offered to Westfield school in March and a further 3 placements planned for Hinde House school during July.

During December, one of the previous work experience placements from Birley Academy revisited Amey for a mock interview. He commented that since the placement, his behaviour and attitude at school has improved as he is now focused on getting an apprenticeship in Motor Vehicle Maintenance at Amey. He showed his school progress file which confirmed this.

### Graduate Programme

Amey has a Graduate Programme which, since August 2012, has employed 18 graduates from both of the Sheffield Universities, Manchester, Liverpool, Derby and Hull.

The graduates are employed across the whole of the organisation such as within performance, operations, commercial, customer services and ICT.

Amey currently have two graduates in post, both are involved in a variety of work based projects and assignments in addition to their central roles in their Commercial and Finance teams.

### Trainee Programme

Since the start of the Contract, Amey's Trainee Programme has employed 8 trainees and currently employs 6 trainee technicians in its Consulting division, 4 of whom are studying for an HNC. Three of the trainee technicians from last year have gone on to study for university degrees in Civil Engineering.

### Amey Employee Literacy and Numeracy Programmes

From the start of the Streets Ahead Contract, Amey have recognised the need to help employees who have low levels of IT, Numeracy and Literacy skills. Working in partnership with the Joint Trade Union learning representatives (UCATT, UNITE, UNISON and GMB) and

## Amey: Streets Ahead

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Sheffield College, Amey have developed a Skills for Life Programme which has been very successful in helping these employees to improve their IT, Numeracy and Literacy skills.

All employees who took part in Amey's numeracy for beginner's course, which started in September, passed all of their exams.

### **Apprenticeships**

Through Amey's initiative "Investment in Young Talent", they have established a bespoke Sheffield apprenticeship Programme designed to offer opportunities to young people across Sheffield and the local region supporting the delivery of the Council's young people's employment programmes.

Amey has identified opportunities for apprentices across the Contract in all aspects of the Services including:

- Arboriculture and Grounds maintenance
- Street lighting and Traffic signal maintenance
- Carriageway, footway and structures maintenance
- Customer care
- Highways inspection
- Stock management
- Winter maintenance

Amey's apprenticeship programme provides NVQ qualifications at Levels 2, 3 and 4. The apprentices attend college in addition to receiving tuition in functional skills (literacy and numeracy) at a level relevant to their respective qualifications. Amey have worked with the Sheffield College, CSkills and the Telford College to develop NVQ courses which are relevant to the highways industry. Apprentices gain nationally recognised, accredited qualifications providing the skills they will need within their career.

During September 2017 seven apprentices started employment with Amey in Communities and Education, The Sign Shop, Grounds Maintenance, Arboriculture, Commercial and Highways. October and December saw a total of four further apprentices join Amey in Vehicle Maintenance, The Operational Control Room, Commercial and Networks, bringing the total to eleven. Seven apprentices achieved their Bronze Level Duke of Edinburgh award and were presented with their awards at the Leopold Hotel in January. Furthermore there were six apprentices who achieved the D of E at Gold level and as a result attended the Palace to collect their awards in December; picture below.



Picture of the six apprentices collecting their awards in December

### Amey in the Community

Amey's community litter picking groups continue to request support for litter picks as and when required across the city. These groups are helping us make a difference to litter and people's perception of it, asking residents to think about the economic, social and environmental costs of littering.

During September, all Sheffield schools and colleges plus guide and scout groups were invited to take part in our gritter competition to design a wintry scene to cover four of our gritters. The winners were announced in November and the winning designs now appear on the side of 3 of our gritters.

#### **Charity days**

All Amey employees are entitled and encouraged to take one paid day per year to work on a project in the local community. The activity must benefit a not-for-profit organisation, or a UK registered charity that supports the environment, the local economy, education or employment. During November a team painted a community hall for Heeley City Farm. The comments received were as follows:

'You've all done such a great job, the space looks so much cleaner and brighter, it's amazing and I can't thank you all enough for all of your hard work. The adults with learning disabilities group is using the space today for cooking and drumming & then children from the local mosque this evening so we'll see what they all make of it, I'm sure that they'll be very happy'.



*Heeley Farm community hall, before photo*



*Heeley Farm community hall, during the charity work by Amey employees*

## **Supporting charities**

Amey are supporting various charities throughout 2018 including The DofE (Amey's corporate charity), Trussell Trust (Foodbanks) and various charities via community day support. They have also supported Macmillan this year by collecting for them in support of John Burkhill's 999<sup>th</sup> event for Macmillan at a half marathon event recently, the total amount collected was £1,000.



## Streets Ahead: Thriving Neighbourhoods and Communities

A key Council priority with intrinsic links to the Streets Ahead contract is 'Thriving Neighbourhoods and Communities'. The Contract will improve the city's highway network infrastructure and provide essential street cleaning, grounds and winter maintenance services. However, in order to further improve the environment in which the city's residents live and work, the Council has launched an initiative for local businesses to get involved in corporate social responsibility by sponsoring highway assets. The sponsorship fee includes funding for additional planting in the locality of the highway asset thereby improving the local environment for residents.

The main objectives of the sponsorship initiative are:

- enhancing the community environment, especially where the Sponsor has a stake in or operates in the community, through well maintained sponsorship sites;
- engendering community cohesiveness and respect for their environment; and
- encouraging local businesses to contribute to their communities through this corporate and social responsibility initiative.

The Council's Highways and Property Commercial Team is responsible for the marketing and management of the sponsorship initiative. There are a number of different sponsorship schemes available to businesses as described below.

### Sponsorship of Roundabout and Boundary Signs

There are 224 Roundabout and Boundary/Gateway signs in various locations throughout the City. These signs are located on roundabouts and attached to the City Boundary signs. The design of the signs is intended to provide company information that can be easily seen by highway users, incorporating the company's name, telephone number or website address.



Example Roundabout Sign



Example Boundary Sign





Example Roundabout Sign in situ



Example Boundary Sign in situ



Example Roundabout Sign in situ



Example Roundabout Sign in situ

Activity on sponsorship can also be followed via our Twitter and LinkedIn accounts:



@SCCSponsorship

Highways and Property Commercial Team

## Streets Ahead: Thriving Neighbourhoods and Communities (cont.)

### Keep Sheffield Clean: Litter Bin Sponsorship

The Council has recently launched the Clean Sheffield campaign which aims to encourage all residents and businesses to take ownership of their communities and to work with the Council to keep the city clean.

The campaign aims to show residents and businesses that if everyone plays their part and disposes of the litter in the facilities provided across the city then we can keep the city clean. The campaign also aims to encourage young people about the effects litter can have within a community.

## #CLEANSHEFFIELD

The Highways and Property Commercial Team has received a number of enquiries from local businesses requesting to sponsor a litter bin within the vicinity of their business. A pilot project is underway in the Ecclesall Road, West Street and the Hillsborough areas of the city to test out the feasibility of businesses sponsoring litter bins. Fast food retailers, sandwich shops, and other establishments are being encouraged to support the Council's litter campaign. To date, the pilot has been a success therefore the team are now working on expanding this initiative next year.



Sponsors artwork will promote a coherent message about the importance of disposing of litter responsibly and keeping Sheffield's streets as clean as possible.

Supporting the Keep Sheffield Clean campaign will also allow sponsors to demonstrate their social and corporate responsibility for the communities in which they operate.

## Planters – Sponsorship

The council has recently added a new scheme into the Sponsorship portfolio in the form of planters. The scheme will allow businesses to sponsor new plant pots across the City in various locations. The scheme will help to increase the visual appeal of the area due to the attractive flowers. The base of the pot will contain the name of the business that has sponsored the planter.

The first batch of planters has recently been installed in the area of Bridge Hill, Oughtibridge. These have been sponsored by Saxton Mee.



A further 18 planters were installed on Chesterfield Road in April/May, the maintenance of which is being provided by the local companies. It is hoped that this will help to increase the awareness and uptake in planter sponsorship.



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