

# Neighbourhood Services Street Scene & Regulation

## Delivery Plan for STTP and Streets Ahead (recommendations 5-7) 2023 – 2024

Date: 4-12-23

### Waste & Street Scene Policy Committee Update

#### Monitoring Timelines:

#### Highlight Report

Produced monthly and shared with Executive Director, Neighbourhood Services.

#### Internal. P&D checkpoints:

November 14th 2023: status report against response plan actions.

#### Committee

December 20<sup>th</sup> 2023 update on progress to Waste and Street Scene Policy Committee

Inclusion in winter 2023 S&R report.

A progress report on the work of the SSTP including its evolution through beginning to explore these longer-term actions will be brought to Strategy and Resources Committee in July 2024

#### Escalation if needed

Executive Director, Neighbourhood Services.

RED	<p><u>Major concerns</u> relating to one or a number of the below, with <u>no mitigations</u> in place:</p> <ul style="list-style-type: none"> <li>• Actions not on track to be met by the timescale</li> <li>• Action unlikely to be achieved, action doesn't align with desired outcome</li> <li>• Major blockers (e.g., issues with resources/ governance, can't progress due to dependencies on other actions)</li> </ul>
AMBER	<p>Some <u>growing concerns</u> to one or a number of the below, with <u>potential mitigations</u> in place to address:</p> <ul style="list-style-type: none"> <li>• Actions not on track to be met by the timescale</li> <li>• Action unlikely to be achieved, action doesn't align with desired outcome</li> <li>• Blockers(e.g., issues with resources/ governance, progress slowed due to dependencies on other actions)</li> </ul>
GREEN	<p><u>No Immediate concerns</u></p> <ul style="list-style-type: none"> <li>• Actions on track to be delivered by timescale</li> <li>• Actions will be achieved and achieve desired outcome</li> <li>• No known blockers</li> </ul>

Task	Date to be Delivered by	Progress	Delivery Rag Rating	Mitigation Plan	Completed
<b>Plaque</b>					
Ensure plaque has an operational owner and that public engagement on potential designs is scoped with clear boundaries and timings. Richard and Sean McClean.	December	<ul style="list-style-type: none"> <li>Capital Delivery Service (CDS) commissioned to lead on Project Mgt.</li> </ul>	Green		Yes
Project plan to be produced	September	<ul style="list-style-type: none"> <li>Lead identified in CDS.</li> <li>Agreed preferred option is to keep same size and style of plaque as the Kinder Scout mass trespass plaque.</li> <li>Project plan developed to meet 6<sup>th</sup> March unveiling</li> </ul>	Green		Yes
Consultation completed and plaque manufacturing begins	January	<ul style="list-style-type: none"> <li>Initial design and wording produced November 2023. Informal feedback sought from key stakeholders prior to formal consultation. Further work planned with STAG on design.</li> </ul>	Green		

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<b>Outstanding Streets</b>					
High-level plan agreed with all parties (with defined SSTP role) for process for designs for 2018 roads.	August	<ul style="list-style-type: none"> <li>Process map for involving SSTP and consulting with the public has been agreed (Note: timetable not yet confirmed for specific consultation on detailed designs involving potential fells.)</li> </ul>	Green		Yes
Programme of design work from Amey to be agreed	October	<ul style="list-style-type: none"> <li>Initial Design Programme issued in September. Discussions with Amey are ongoing, programme still being developed to ensure that all critical activity is included.</li> <li>Amey have given assurance that sufficient resource has been allocated to this activity.</li> <li>Concerns that slippage may result in delays to meeting the March 24 design deadline.</li> </ul>	Amber	Additional design consultancy resource has been brought in to bring design work back on track. They will develop programme and designs for 8 of the outstanding streets. Weekly meeting	

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				with Director, and equivalent in Amey to review and drive progress.	
Designs in place for all roads outstanding from 2018 by 6 March 2024.	6 <sup>th</sup> March 2024	<ul style="list-style-type: none"> <li>• Design Process underway. See Appendix 3 for detail.</li> <li>• Pace of progress is a concern. Slippage in delivering detailed designs and consultation may result in delays to meeting the March 24 deadline.</li> </ul>	Amber	<p>Additional design consultancy resource will speed up delivery of designs. Comms officer to assist with consultation currently being recruited. Agreed to 'buy in' if needed</p> <p>Weekly meeting with Director, and</p>	

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				equivalent in Amey to review progress.	
Implementation of street tree schemes & resurfacing of roads	March 2025	<ul style="list-style-type: none"> <li>• Authority approvals and preliminary designs for surfacing works previously completed – Amey to review and provide feedback</li> <li>• Amey to provide a programme for delivery of each of the schemes</li> <li>• Any delays to design phase may have a resulting impact on implementation.</li> </ul>	Green		

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<b>Resilience of resource for the SSTP</b>					
Finish open recruitment processes.	September	<ul style="list-style-type: none"> <li>Business Manager in post as of July 23 who will be providing 50% of her time to SSTP.</li> <li>Recruitment to the new Asst Director of Highways completed. New post holder will be in post In January 2023</li> <li>Interim Head of Highways role extended until March and will lead on delivery of this plan.</li> </ul>	Green		Yes  Yes  Yes
Provide better autonomy for the Partnership showing strong commitment to working together.	November	<ul style="list-style-type: none"> <li>Partnership Manager role to be managed and hosted by Sheffield &amp; Rotherham Wildlife Trust, via grant from SCC, for a trial period of 12-months. In post from November 23.</li> <li>Director level SSTP membership from the</li> </ul>	Green		Yes   Yes

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		<p>Council (Director, Richard Eyre) and director level oversight from Amey (Director, Peter Bamfield);</p> <ul style="list-style-type: none"> <li>• Regular meetings with Exec Director and Chair of the Partnership</li> <li>• Chief Executive meets with the SSTP yearly</li> </ul>			<p>Yes</p> <p>Yes</p>
Investigate how the SSTP can be supported to continuously improve;	Ongoing	<ul style="list-style-type: none"> <li>• Business Manager Capacity being used to support SSTP improvement activity including refreshing ToR, awayday discussions on priorities and Forward Plan</li> <li>• Commitment by SCC to grant fund the development of a Strategic Planting Palette. Led by the partnership and UoS</li> </ul>	Green		<p>Yes</p> <p>Yes</p>
Where needed, make clear when the SSTP is the decision maker versus when it is being consulted or informed and develop refreshed	Ongoing	<ul style="list-style-type: none"> <li>• Decision making flow charts have been agreed to make clear the role and</li> </ul>	Green		Yes



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guidance and supporting escalation processes as needed		process for CIP design consultation with SSTP			
Clarify how elected members can engage with and champion the SSTP and its work;	Ongoing	<ul style="list-style-type: none"> <li>• Councillor Engagement sessions have been held to help elected members understand the work of the Partnership and how to engage with it.</li> <li>• Dialogue with lead members from the W&amp;SS Policy Committee and SSTP has begun – clear requests from SSTP as to how elected members can support their work.</li> </ul>	Green		Yes  Yes
Investigate how the Council and Amey can share more information with the SSTP to enable informed debate and input on key issues	Ongoing	<ul style="list-style-type: none"> <li>• NDAs have been signed with Partners to enable sharing of 3<sup>rd</sup> Party Tree reports for subsidence issues</li> </ul>	Green		Yes
Having been externally audited through PEFC UK, continue to invite external scrutiny and integrate emerging good practice and guidance into the city's approach to street trees, including how to draw on expertise where needed (on an ongoing or call-off basis);	Ongoing	<ul style="list-style-type: none"> <li>• Plans are in place to reapply for Tree City of the World status next year.</li> </ul>	Green		

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The Council will support the SSTP if it chooses to explore how it could be given a more formal status, including how this could interact with financial and budget holding, learn from approaches in other areas and explore financially backing programmes to support climate resilience.	Ongoing	<ul style="list-style-type: none"> <li>Longer term action - support from SCC is available when the Partnership chooses to consider this. Ongoing dialogue with Director will pick this up.</li> </ul>	Green		
Monitoring of tree inspector capacity and agree review date.	December	<ul style="list-style-type: none"> <li>Amey have developed a business case for additional Tree Inspector capacity and are progressing through their decision making structure.</li> </ul>	Green		
<b>Contract Performance</b>					
Take forward a comprehensive analysis of the capacity and skills needed to manage the Streets Ahead contract strategically (horizon scanning and flexing to emerging needs) and how funding for these will be factored into the budget setting process. This will include setting out the safe level of management for a contract of this size. This will also include looking at how the Council can both build its	February	<ul style="list-style-type: none"> <li>The Infrastructure and Projects Authority (IPA) have been engaged to carry out an Operational Health Check of the contract which includes a full review of the contract delivery. The indicative timescales for this to be undertaken is Feb 24 but we are awaiting</li> </ul>	Green		Yes

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own capacity and set up flexible arrangements to enable access to fixed-term expert capacity, particularly for specialist legal, finance and commercial resource.		confirmation of the specific date.			
Commission updating of business plan (action 18). Update and keep as a living document the Streets Ahead business case, in line with best practice recommended by CIPFA.	February	<ul style="list-style-type: none"> <li>• Work is required to understand exactly what this would involve and the value of updating the original business case.</li> <li>• An option is to commission CIPFA to do this based on their recommendation.</li> </ul>	Green		
Commence refresh of Streets Ahead strategic management board.	November	<ul style="list-style-type: none"> <li>• Strategic Board meeting in September was in-person and extended to include review of governance TOR</li> </ul>	Green		Yes
Develop high-level principles to set the approach for planning the end of the contract in 2037 and begin this work at least 7 years in advance of the end of the contract. This should be done with advice from relevant	TBC				

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experts, for example, the Infrastructure and Projects Authority, and in the knowledge that winding down the project will require more staffing than running it day-to-day. (By 2029.)					
Work with other authorities and central government to understand any impact created by many PFI projects coming to an end within a short period of time.	TBC				