

Economic and Environmental Wellbeing Scrutiny and Policy Development Committee

Thursday 30 November 2017 at 5.00 pm

To be held at the Town Hall, Pinstone Street, Sheffield, S1 2HH

The Press and Public are Welcome to Attend

Membership

Councillors Denise Fox (Chair), Ian Auckland (Deputy Chair), Mike Chaplin, Neale Gibson, Mark Jones, Abdul Khayum, Ben Miskell, Robert Murphy, Moya O'Rourke, Colin Ross, Jackie Satur, Ian Saunders, Gail Smith, Martin Smith and Paul Wood

Substitute Members

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

PUBLIC ACCESS TO THE MEETING

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

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday. 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 and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

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 Alice Nicholson, Policy and Improvement Officer on 0114 27 35065 or [email alice.nicholson@sheffield.gov.uk](mailto:alice.nicholson@sheffield.gov.uk)

FACILITIES

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

**ECONOMIC AND ENVIRONMENTAL WELLBEING SCRUTINY AND POLICY
DEVELOPMENT COMMITTEE AGENDA
30 NOVEMBER 2017**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest** (Pages 1 - 4)
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meetings** (Pages 5 - 20)
To approve the minutes of (a) the meeting of the Committee held on 13th September, 2017 and (b) the special meeting of the Committee held on 2nd November, 2017
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. Sheffield Retail Quarter - Heart of the City Phase 2** (Pages 21 - 26)
Report of the Director of City Centre Development
- 8. Protecting Sheffield from Flooding - Programme Update** (Pages 27 - 32)
Report of the Director of City Centre Development
- 9. Hosting the World Snooker Championships in Sheffield 2018-2027** (Pages 33 - 44)
Presentation by the Director of Business Strategy and Regulation, Place
- 10. Work Programme 2017/18**
Report of the Policy and Improvement Officer
- 11. Date of Next Meeting**
The next meeting of the Committee will be held on Wednesday, 20th December, 2017, at 5.00 pm, in the Town Hall

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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.

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 (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

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.

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 Audit and Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email gillian.duckworth@sheffield.gov.uk.

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Economic and Environmental Wellbeing Scrutiny and Policy Development
Committee

Meeting held 13 September 2017

PRESENT: Councillors Denise Fox (Chair), Ian Auckland (Deputy Chair),
Mike Chaplin, Neale Gibson, Mark Jones, Abdul Khayum, Ben Miskell,
Robert Murphy, Moya O'Rourke, Colin Ross, Jackie Satur, Gail Smith,
Martin Smith and Paul Wood

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1. APOLOGIES FOR ABSENCE

1.1 No apologies for absence were received.

2. EXCLUSION OF PUBLIC AND PRESS

2.1 No items were identified where resolutions 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 received the following questions from members of the public:-

(a) Nigel Slack

(i) In the Working Group's findings on technical issues (page 30) they '...find that there is a need for dialogue of technical issues between the community and Streets Ahead.' Can the Committee ask the Cabinet Member to comment on how these will be undertaken?

(ii) Also on page 30, the report comments on street tree species. Officers have supplied, in answer to a question at the previous meeting, a long list of potential species for any replanting. Can a more specific recommendation be provided to enable the community to judge whether '...such trees should also have a ceremonial/stately appearance when mature.' and thereby comment on the suggestions?

(iii) It is unfortunate that this 'cross party' Committee chooses to make 'party political' comments in the report, under the heading 'Commitments by Sheffield Council' when many members of the community (about 7,300 at the last count) feel many of these commitments have already been broken. Will a member of this Committee be at Cabinet to reflect that point of view from the

community?

- (iv) (Recommendation 1) Will the Committee ask the Cabinet Member how he will interpret and apply the comment ‘...all appropriate means available to the Council...’?

(Recommendation 3) Will the Committee ask the Cabinet Member how he will interpret and apply the comment ‘...where practical and affordable...’?

- (v) Will this Committee ask the Cabinet Member whether he will be using the inflated costings in the Streets Ahead contract for any assessment of Recommendation 3, or is he prepared to take expert advice from beyond the biased contractor?

4.2 In response, the Chair stated that she would be attending the Cabinet meeting on 20th September 2017, to introduce the final report of the Western Road First World War Memorial Scrutiny Task and Finish Working Group. Councillor Bryan Lodge stated that responses to a number of the questions raised by Mr Slack would be responded to, as part of the consideration of the report, by the Cabinet, at its meeting to be held on 20th September 2017. In response to the question regarding the integrity of the contractor, Councillor Lodge stated that it was simply Mr Slack’s view that the contractor was biased, but pointed out that the Judge, as part of the recent Court hearing, had dismissed this view. Councillor Lodge also indicated that he disagreed with the comments with regard to inflated costings in the Streets Ahead contract.

(b) Dave Dillner

Dave Dillner requested copies of the four arboriculturalist and engineering reports on the 23 threatened trees on Western Road.

4.3 Councillor Bryan Lodge stated that this information would be shared at the Cabinet meeting to be held on 20th September 2017. Paul Billington, Director of Culture and Environment, added that the Council had released as much information as possible, which it considered appropriate, in order to assist the Cabinet in making a decision.

(c) Alan Story

- (i) Mr Story referred to a petition requesting that the Rt Hon Jeremy Corbyn, MP, acts as a mediator in the ongoing dispute with regard to the tree replacement programme in the City, and questioned whether arrangements had been made for this to happen.
- (ii) Mr Story, whilst referring to the definition of the word ‘stewardship’, stated that the trees planted on Western Road in 1919, in memory of former pupils of Westways School, who had lost their lives during the First World War, had been handed to Sheffield City Council, with a request that the Council act as stewards in terms of their future maintenance, and queried whether this would have been done if, at the

time, the people who planted the trees would have been aware that they would have been felled at some stage in the future.

- 4.4 Councillor Bryan Lodge stated that, with regard to the comments about Jeremy Corbyn, it was Mr Corbyn's choice as to whether he chose to act as a mediator in the ongoing dispute in relation to the tree replacement programme in the City.

(d) Elizabeth Motley

Elizabeth Motley stated that she believed that there were appropriate engineering solutions in terms of retaining the memorial trees on Western Road, but that the Council could not afford to pay for such works. Ms Motley believed that the Western Road memorial trees were to be considered differently from other trees earmarked for replacement. She referred to the Council's plans to plant a number of trees in parks and woodlands in the City, in memory of the Sheffield soldiers who died during the First World War, stating that the pupils from Westways School who died during the War, walked up and down Western Road, and not through a park. She also stated that she had been told that the tree roots could be cut without having a major effect on the tree or the highway, and queried whether or not this was the case.

- 4.5 The Chair stated that a written response regarding the tree roots would be sent to Ms Motley.

(e) Adrian Millward

Adrian Millward stated that he had raised questions at previous meetings of the Scrutiny Committee, and that it had been three months since he had received a response. He questioned whether there was a time limit in terms of written responses to questions.

- 4.6 The Policy and Improvement Officer stated that she was not aware of there being such a time limit, although every effort was made to ensure that a response was provided as soon as possible. Whilst apologising for the delay in this case, she stated that there were often situations, such as in this case, where a considerable level of information was required to inform a response.

5. MINUTES OF PREVIOUS MEETINGS

5.1 20th July 2017 (Special)

The minutes of the special meeting of the Committee held on 20th July 2017, were approved as a correct record, with the exception of Item 6 (Call-in of the Cabinet Member Decision on Non-City Centre Parking), which was amended by the substitution of the figure "4000" for "14,000" in paragraph 6.6.

5.2 27th July 2017

The minutes of the meeting of the Committee held on 27th July 2017, were approved as a correct record, with the exception of Item 4 (Public Questions and

Petitions) by the substitution of the name 'Banes' for the name 'Barnes' in paragraphs 4.7 and 4.8.

6. WESTERN ROAD FIRST WORLD WAR MEMORIAL SCRUTINY TASK AND FINISH WORKING GROUP RECOMMENDATIONS - UPDATE

6.1 The Committee received a report of the Policy and Improvement Officer, containing the report of the Western Road First World War Memorial Scrutiny Task and Finish Working Group. The report had been considered by the Committee, at its meeting held on 27th July 2017 and, as part of its resolution, the Committee had amended the wording in Recommendation 1, as well as requesting the Cabinet to provide an initial response to the Working Group's recommendations by September 2017.

6.2 Councillor Bryan Lodge (Cabinet Member for Environment and Street- scene) provided an initial response to the recommendations. Also in attendance for this item were Councillor Mary Lea (Cabinet Member for Culture, Parks and Leisure), Paul Billington (Director of Culture and Environment) and Lisa Firth (Head of Parks and Countryside).

6.3 Also in attendance were a number of members of the public, including a number of residents of Western Road.

6.4 Councillor Lodge stressed that no decisions had been made in respect of the Western Road First World War memorial trees, and that any such decisions would be made by the Cabinet, at its meeting to be held on 20th September 2017. The report of the Task and Finish Working Group contained the amendment to Recommendation 1 in the report, and Councillor Lodge stated that he had been invited to this meeting in order to provide a verbal response to the Working Group's recommendations. He stated that the Working Group exercise had proved very helpful to the City Council in helping to identify a number of other memorial trees across the City, as well as those on Western Road. It was believed that 97 trees had been planted on Western Road, with 54 remaining to the present day. Councillor Lodge stated that the Council had been aware of a number of issues regarding trees on Western Road for a number of years, but it had been deemed that the issues be dealt with as part of the Streets Ahead programme. Councillor Lodge stressed that it was important that the views of all residents were considered, on the basis that the Council had received complaints from some residents with regard to damage being caused to their properties by the tree roots. Council officers were also working with the War Memorial Trust in connection with the memorial plaque.

6.5 Councillor Lodge then referred to each of the Working Group's recommendations, and made the following comments:-

Recommendation 1 - The Council recognised the avenue of trees on Western Road as an important memorial to those pupils from Westways School who lost their lives during the First World War and, in the light of this, had planned to replace as many of those trees as practicable, in consultation with the residents of Western Road.

Recommendation 2 – The Lifecycle Investment Programme going forward provides for a proactive tree management plan.

Recommendation 3 – There would be more detail on the proposed action to be taken in respect of individual trees on Western Road and Mona Avenue, including details of the various engineering solutions, at the Cabinet meeting on 20th September 2017. A considerable amount of work had already been undertaken in terms of assessing the condition of the trees and, with regard to those trees which had been categorised into the ‘6Ds’ criteria (Dangerous, Dead, Diseased, Dying, Damaging or Discriminatory), if a tree met one or more of the criteria, a further assessment would be carried out to decide whether the tree should be removed and replaced. It was stressed that the public needed to be aware that funding for the treatment of the trees needed to be identified on the basis that such works fell outside the scope of the Streets Ahead contract. The Cabinet would look at each individual tree, and ensure that everything possible was done to restore the avenue of trees on Western Road.

Recommendation 4 – as above

Recommendation 5 – The Council aimed to replant as many trees as possible on Western Road to link in with the Centenary Anniversary for Armistice Day in November, 2018.

Recommendation 6 – Councillor Lodge indicated that he would be happy to attend a future meeting of this Committee to provide an update in terms of the immediate, medium and long-term, future maintenance plan for the Western Road War memorial trees.

Recommendation 7 – The Cabinet would be making the decisions based on the information with regard to the differences and challenges identified in the Council’s technical recommendations, following the Independent Tree Panel report, and the technical submissions from the local community. This would also include listening to the Council’s arboriculturists and highway engineers. As part of the investigations, it had been identified that 144 memorial trees were missing from official records, and that the Council would do everything possible to replace these, by replanting in the most suitable locations.

- 6.6 Councillor Mary Lea stated that the Council, using funding from Parks and Countryside, had planned to plant 300 trees in the City’s Parks and Woodlands, in memory of Sheffield residents who lost their lives during the First World War, to mark the anniversary of the end of the War in 2018. Officers in Parks and Countryside were working with the Royal British Legion on plans for a series of new monuments in memory of those Sheffield soldiers killed in the War, and would be seeking the views of local residents as to where such trees should be planted. Councillor Lea added the War Memorial Trust were very supportive of the initiative.
- 6.7 Members of the Committee raised questions, and the following responses were provided:-

- It had always been the intention to make as much information as possible available at the Cabinet meeting on 20th September, 2017, including details of the engineering solutions. The Council has got to be mindful that not all residents on Western Road and Mona Avenue want all 97 trees replaced therefore, there was a need to seek some form of agreement from those residents in terms of the number of trees to be replaced.
- A number of the trees had been identified for replacement on the basis that, following detailed investigations, there were no viable engineering solutions in terms of highway improvements to enable such trees to be saved. The investigations had included looking at other solutions which had been used across the City, such as the build out, or removal of, kerbs, which had resulted in varying degrees of success. Officers were also mindful of similar problems being experienced in other areas of the country.
- The tariffs in the Streets Ahead contract, in terms of the costs of undertaking specific highway works, were commercially sensitive, therefore had been redacted from any publicly available reports. There had not been any details in terms of costings provided at this stage on the basis that it was not yet clear as to what works were required. Whilst the Committee, at this meeting, was not scrutinising the details, and costs of, the works required, it could call-in the decision of the Cabinet if it considered there was a requirement for further scrutiny.
- There was still a need to understand what costs were required in connection with the works, particularly if there were engineering works required. There may then be a need to identify additional funding to be put towards such alternative solutions. It was likely that objections would be received from some residents in terms of build outs and other required highway improvements. There were likely to be additional costs involved with regard to such improvements, with regard to loss of parking and residents having difficulty accessing driveways.
- As had been highlighted with regard to the tree replacement programme in different areas of the City, there had been a difference of opinion from residents in terms of the treatment of trees. The Cabinet would have to consider all the information available, and make a decision in terms of the memorial trees on Western Road and Mona Avenue.
- The Council had planted approximately 60,000 trees in 2016, and would continue to plant new trees, and replace those in the “6Ds” criteria. Any additional works, over and above those stated in the Streets Ahead Programme, would have to come out of the Highways budget, which was very limited at the present time. The funding for the 300 trees to be planted in the City’s parks and woodland, in memory of Sheffield people who lost their lives in the First World War, was to be met from the Parks and Woodlands budget. The costs of planting, and subsequent maintenance of, trees in parks and woodlands was considerably cheaper than those planted on the highway.

- It had been considered that there had been sufficient consultation with local residents in connection with the City's tree placement element of the Streets Ahead Programme, both in terms of the Programme City-wide, and more so, with regard to the Western Road memorial trees. This had included consultation by this Committee, the Committee's Western Road First World War Memorial Scrutiny Task and Finish Working Group and the Independent Tree Panel. The consultation had also been considered useful in terms of helping the Council to ensure that the City's highways were safe for all users. It had been noted in the recent Court case that the consultation undertaken by the Council had not only met its legal requirements, but had gone over and above in terms of its duties.
- If there were any delays in terms of the proposed works, on the basis that the tree planting season is from November to March, this would result in financial implications for the Council in connection with the Streets Ahead contract.
- If the Cabinet decided that the trees should be retained, there would be a requirement to transfer the trees from the current Streets Ahead contract. This would result in major financial costs to the Council, both in terms of amendments to the contract and to the subsequent financial responsibility in terms of future maintenance.
- If it was decided that external funding was required for any highway works, over and above those to be funded through the current Streets Ahead Programme, such as Community Infrastructure Levy (CIL), there would be a need to the Council to go through all the required procedures in respect of such allocation. If external funding was considered as an option, there would still be a requirement for a commuted sum, in terms of maintenance costs, to cover the rest of the 20 year Streets Ahead contract. There could also be issues with regard to discrimination, in that residents in some areas of the City were more able to provide such public funding, and there could also be conflict between neighbours in terms of the choices made.
- The Council would be happy to accept offers of funding from the War Memorial Trust and Royal British Legion.
- Whilst the precise figure in terms of the Council's legal costs in the two Court cases was not available, it was believed to be a considerable sum, and could be provided to Members. Similarly, the costs involved in the establishment, and operation of, the Independent Tree Panel, could also be forwarded to Members.

6.8 RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, the information now reported and the responses to be questions raised;
- (b) thanks Councillors Bryan Lodge and Mary Lea, and Paul Billington and Lisa Firth, for attending the meeting and responding to the questions raised; and

- (c) requests that as much information as possible, with regard to the Western Road memorial trees, be made publicly available, in an attempt to save Council costs in respect of potential Freedom of Information requests.

7. WORK PROGRAMME 2017/18

- 7.1 The Committee received a report of the Policy and Improvement Officer which set out its Work Programme for 2017/18.
- 7.2 Members made a number of suggestions in terms of issues they wished to be added to the Work Programme, including the former Ski Village, small businesses and bus travel. In response to comments from Councillor Rob Murphy, who queried why the Green Commission had been removed from the Work Programme, Alice Nicholson stated that “Growing Sustainably: A Bold Plan for a Sustainable Sheffield” was the Council’s response to the Green Commission, and she was looking into the best way of dealing with the issue, and would report back thereon to a future meeting.
- 7.3 **RESOLVED:** That the Committee approves its Work Programme for 2017/18, subject to consideration being given to the inclusion of the additional items now referred to.

8. WRITTEN RESPONSES TO PUBLIC QUESTIONS

- 8.1 The Committee received and noted a report of the Policy and Improvement Officer (Alice Nicholson) setting out the written responses to the public questions raised at its meeting held on 27th July, 2017.

9. DATE OF NEXT MEETING

- 9.1 It was noted that, although the next meeting of the Committee was scheduled to be held on Wednesday, 11th October, 2017, at 5.00 p.m., in the Town Hall, there was a by-election on Thursday, 12th October, 2017, which may result in the meeting date being re-arranged.

SHEFFIELD CITY COUNCIL

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

Special Meeting held 2 November 2017

PRESENT: Councillors Denise Fox (Chair), Ian Auckland (Deputy Chair), Mike Chaplin, Neale Gibson, Mark Jones, Abdul Khayum, Robert Murphy, Moya O'Rourke, Colin Ross, Jackie Satur and Paul Wood

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1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillors Ben Miskell, Ian Saunders, Gail Smith and Martin Smith.

2. EXCLUSION OF PUBLIC AND PRESS

2.1 The Chair reported that the appendices to the report of the Executive Director, Place, at Agenda Item 6 – ‘Call-in of the Leader’s Decision on Changes to Environmental Maintenance Services’ (Item 5 of these minutes) were not available to the public and press because (a) Appendix A contained exempt information described in paragraph 3 of Schedule 12A to the Local Government Act 1972, as amended, relating to the financial or business affairs of any particular person and (b) the Council did not own the copyright to the photographs in Appendix B .

2.2 RESOLVED: That prior to a discussion on the above appendices, the press and public and those Members in attendance as signatories to the call-in, but who were not Members of the Committee, would be asked to leave the meeting to allow the Committee to discuss the confidential information.

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

4. PUBLIC QUESTIONS AND PETITIONS

4.1 Brian Holmshaw raised the following questions relating to the changes to the Environmental Maintenance Services:-

(a) In the report of the Executive Director, Place, it states ‘The service changes are proportionate and during trial the public did not notice the difference’. No-one knew a trial was taking place, so were people looking for a difference? Did the many voluntary litter pick groups in the City who do such brilliant work have any idea this was happening?

(b) This is then contradicted by the comment from page 2.2.1 in the report, which says that ‘Litter picking – it is likely that residents will notice an increase in litter in residential areas due to the lower cleansing frequency’.

How can this be the case if no-one noticed during the trials?

- (c) 'No one neighbourhood will be targeted specifically by the proposed City-wide changes – there will be no impact to the health and wellbeing of residents or change to us being an in-touch organisation' (Section 2.1 – Corporate Plan). Does the Council not think that cutting litter collecting would always affect wellbeing?
- (d) In paragraph 4.1.1 of the accompanying document on Street Cleaning, there is a comment that 'The trials were successfully carried out from 13th September to 13th October 2016, and we have supplemental evidence from Amey's normal cleaning cycles and customer reports that indicate most areas will tolerate some reduced cleaning'. Where is this supplementary evidence? Why can't we see it? Which areas can sustain reduced cleaning? Which areas cannot?

4.2 In response, Phil Beecroft (Head of Highway Maintenance) stated that the Service had purposely not advertised the trial in order to gauge public reaction, and no comments or complaints had been received from residents anywhere in the City. He stated that this approach had been adopted in connection with similar trials in the past, and had been deemed as good practice. The comments made in the report with regard to the likelihood of residents noticing an increase in litter in residential areas due to the lower cleansing frequency, and the fact that reaction times for removing reported litter being relaxed, which could result in litter being left on the highway for longer periods of time, was simply an honest statement by the then Head of Highway Maintenance, representing his views. Mr Beecroft stated that, due to the level of change proposed, it was not envisaged that residents would notice any major changes in terms of litter in their respective neighbourhoods. He confirmed that the proposals represented uniform changes across the City, and were not targeted at any specific areas.

5. CALL-IN OF THE LEADER'S DECISION ON CHANGES TO ENVIRONMENTAL MAINTENANCE SERVICES

5.1 The Committee considered the following decision of the Leader of the Council, taken on 10th October 2017:-

- (a) the proposed changes to the street cleaning and grounds maintenance elements of the Environmental Maintenance Service, detailed in Section 1.3 and Appendix 'A' to the report, are implemented in full, subject to:-
 - (i) the capital costs associated with implementing the proposed changes do not exceed the costs listed in Closed Appendix 'A' to the report; and
 - (ii) the associated changes to the Contract are commercially acceptable to the Council; and
- (b) the Leader delegates authority to the Interim Director of Finance and Commercial Services, in consultation with the Executive Director, Place and the Director of Legal and Governance, to vary the Streets Ahead contract,

following the finalisation of the capital costs required to fund the contract change and finalisation of the associated commercial changes required to the Streets Ahead contract.

5.2 Signatories

The Lead Signatory to the call-in was Councillor Robert Murphy, and the other signatories were Councillors Douglas Johnson, Shaffaq Mohammed, Magid Magid, Alison Teal, Colin Ross, Andy Nash, Andrew Sangar and Penny Baker.

5.3 Reasons for the Call-in

The signatories confirmed that they wished to further scrutinize the decision process and the environmental and financial impacts of such decision.

5.4 Attendees

- Councillor Bryan Lodge (Cabinet Member for Environment and Streetscene)
- Laraine Manley (Executive Director, Place)
- Phil Beecroft (Head of Highway Maintenance)
- Councillor Douglas Johnson (Signatory to the Call-in)

5.5 As Lead Signatory and co-signatory for the call-in respectively, Councillors Robert Murphy and Colin Ross were invited to explain their reasons for the call-in. Councillor Rob Murphy stated that, given the extent of the proposed changes, Members should be allowed to further scrutinize the decision process and the environmental and financial impacts of such changes. He referred specifically to the proposed changes to the Grounds Maintenance element, expressing particular concern with regard to the proposed removal of shrub beds and roadside vegetation, which he believed would result in an increase in air and noise pollution. Councillor Ross stated that there were a number of changes involved as part of the decision that affected the public, and he believed that assurances were needed in terms of the evidence regarding some of the information in the report.

5.6 Councillor Bryan Lodge, in response to a query raised by Councillor Rob Murphy, stated that his attendance at this meeting, representing the Leader of the Council, was allowed under the Council Procedure Rules, and was consistent with other similar financial contract changes. He stated that notice of the proposed decision had initially been published in June 2017, but there had been a delay in terms of its implementation, with the details appearing in the local media and briefings being made to the Opposition Groups in the intervening period.

5.7 Phil Beecroft stated that the reasons for the changes were financial on the basis that the Service had been requested to make savings, with such savings having to be made from services operated solely by the Council and not those funded by the Government. He stressed that, if the changes were agreed, there would still be a high quality service in the City, which would be in line with, or better than, most other local authorities. Mr Beecroft reported on the proposed service changes in respect of street cleaning, indicating that the two-hour cleaning cycle in the City Centre area would continue, whereas the cleaning outside the City Centre would

be regraded from Category 'A' to 'B', resulting in the likelihood of there being some visible litter after cleaning. This would be as a result of a change in the cleaning operation, from manual litter-picking to machine-operated cleaning, thereby resulting in very low levels of litter which, due to access issues and location of the litter, would be unable to be cleaned up using machines. The arrangements whereby Amey would divert cleaners to problem areas would also be stopped, except in those cases where the reported waste was deemed to be hazardous or causing a particular problem. In terms of local shopping centres, it was envisaged that the street cleaning operations would be as good as, if not better than, arrangements in other cities. There had been an increase in the number of litter bins at shopping centres, and Amey was in the process of introducing smart bins which, by the use of a sensor, enabled a message to be sent to central control, indicating that the bin was 75% full, or whatever level the sensor was set at. These were deemed to be more efficient on the basis that, at present, the bins were emptied, at regular stages, regardless of how full they were. With regard to fly-tipping, Mr Beecroft stated that the removal in terms of reported cases of fly-tipping would only take place every other day, as opposed to every day, again, unless the waste was deemed as hazardous or causing a particular problem. Mr Beecroft concluded by referring to the changes in terms of Grounds Maintenance, referring to the three standards, A, B and C, indicating that with regard to Standard A, grass would be allowed to grow a little longer, Standard B, there would be no change in terms of the cutting of grass verges on housing estates, and in terms of Standard C, there would be a reduction in the removal of shrubs off the highway, which it was considered would assist with reducing levels of air and noise pollution.

5.8 Members of the Committee raised questions and the following responses were provided:-

- There were no plans, as part of the proposed changes, to reduce cleaning in the City Centre.
- There was no difference in terms of the numbers of cleaning operators deployed in different Council Wards in the City, although it was accepted that some Wards suffered worse than others in terms of levels of litter, therefore additional resources would be allocated in such circumstances. This could involve those areas having more shopping centres. Additional funding had been identified to target specific problems regarding litter in the Page Hall area.
- It was acknowledged that some shop and business owners, who owned the land outside their premises, had erected bollards to stop vehicular access on to their land, which made it difficult, or impossible, for mechanical cleaners to access the area. Cleaning operators could only clear up those areas where they could access. Whilst this could be a potential issue, following the move to mechanical cleaning, it was not viewed as a big problem at the present time.
- The idea of asking business and shop owners to contribute towards the cost of cleaning litter from their premise frontages, possibly in the form of a supplement on their business rates, would be welcomed in principle, but

would be very difficult to administer, and would be likely to attract a high level of opposition.

- The Council, as part of its planning process, was able to place conditions when granting planning permission in respect of new shop and business premises, requiring the owners to be responsible for clearing up litter within a specified radius of the premises. Efforts were also being made at the present time to increase levels of litter bin sponsorship.
- As part of the grounds maintenance works, efforts had been made to clear shrub beds which were used in connection with anti-social behaviour, including drug dealing and the hiding of needles, to open up such areas, both to make them more attractive and to stop such anti-social activities.
- The smart technology in connection with having sensors on litter bins, to monitor levels of litter, had been used for some time, and was well tried and tested.
- As well as the mechanical cleaning of streets, Amey were also required to undertake manual sweeps, so the majority of litter would be cleaned up. However, there would always be some litter, such as under vehicles, where operators could not gain access, which would be left.
- There would be no change in terms of the frequency of cuts to grass verges in suburban areas. Approximately 20% of suburban grassed areas would be placed on a new bio-diversity mowing regime, which would result in annual cuts in order to create new habitat for wildlife.
- Whilst it was accepted that one month was a relatively short time period for a trial of this nature, the trial had continued in a number of areas of the City for longer and, given that no adverse comments or responses had been received from local residents, it had been considered that the changes could be made without any serious impact.
- The shrub beds targeted for removal were only those in derelict areas and those where anti-social behaviour was taking place.
- The litter picks organised by local community groups and/or individuals were additional to the street cleaning undertaken by Amey, and not a replacement. The Council had been very clear in terms of stressing how much litter and fly-tipping cost the Council in terms of clearing up, and the Council also welcomed the work of The Star newspaper in publishing articles relating to this issue, and encouraging the public to take more pride in their neighbourhoods.
- The Council had arranged a number of initiatives in the past with regard to preserving grass verges. This had included the granting of licences to residents, allowing them to put planters or other objects on their verges to stop vehicles parking on them. This practice continued today, albeit on a much reduced scale, following the re-scoping of the Streets Ahead contract a

few years ago.

- The capital costs in respect of the proposed changes would be met from savings from the Council's revenue contribution.
- Those businesses in the City Centre which had signed up to the Business Improvement District (BID) contributed financially to the cleaning up operations in the City Centre. In addition, those companies and businesses in Millennium Square also contributed to the cleaning up operations in that area.
- Every attempt was made to ensure that cleaning operations involving mechanical sweepers took place at those times when there were less vehicles parked on the highway.
- The split in the deployment of resources in respect of the cleaning of the City Centre and the rest of the City would remain the same, and it was expected that following the efficiencies made in respect of the proposed changes, standards of cleaning would remain the same, and in some cases, improve.
- There would be no changes in terms of the cleaning operations following special events held in the City Centre, and resources would be deployed to cleaning operations following smaller-scale events across the City, if there were particularly high levels of litter, or the litter was deemed to be hazardous.
- The proposals represented changes to working practices, and did not involve any re-negotiating of the contract.
- As part of the proposed changes to the grounds maintenance works, specifically regarding the removal of shrub beds, the Council would be liaising with the Sheffield and Rotherham Wildlife Trust in connection with looking at which shrub beds should be removed, in the light of possible wildlife habitats. The proposal was to target those shrub beds in more urban areas or areas which had been neglected, and which were less likely to comprise wildlife habitats.
- The Council would constantly monitor the possibility of making further savings under the contract, linked to potential changes in Government policy. As well as being interested in the plastic bottle deposit scheme, the Council was looking at innovative ways of dealing with chewing gum waste.
- In terms of the smart litter bins, the Council was not aware of any evidence that they were susceptible to arson attacks, or any other form of vandalism.
- If the proposed changes were not agreed, equivalent efficiency savings would have to be found elsewhere in the Council.
- Considerable work had been, and would continue to be, undertaken in schools, in terms of educating pupils on the problems caused by, and the expense of clearing up, litter. Recent budget cuts had resulted in a reduction

in this work, but the Council had requested Amey to undertake more work in this area. Also, the Council was also encouraging businesses and community groups to sponsor more litter bins in the City. The Star newspaper had also undertaken some excellent work in highlighting the problems caused by litter, and the need for people to be more responsible in terms of dealing with their waste. Other initiatives included the Cleaner City Campaign and the Cleaner Sheffield Working Group, which was Chaired by Councillor Karen McGowan, Cabinet Adviser for Environment and Streetscene, and comprised representatives from the business community, community groups and schools, and aimed to establish standards in terms of the cleanliness of the City.

- Amey were happy to listen to suggestions in terms of changes to working practices.

5.9 RESOLVED: That the public and press and those Members who were signatories to the call-in, but who were not members of the Committee, be excluded from the meeting before discussion takes place on the appendices to the report on the grounds that, if the public and press and Members were present during the transaction of such business, there would be a disclosure to them of exempt information as described in paragraph 3 of Schedule 12A to the Local Government Act 1972, as amended.

5.10 Officers in attendance responded to a number of questions raised by members of the Committee on the contents of Appendices 1 and 2 to the report now submitted.

5.11 At this stage in the proceedings, the meeting was re-opened to the public and press and attendees.

5.12 RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, together with the comments now made and the responses to the questions raised; and
- (b) agrees to take no action in relation to the called-in decision, but requests that the issue be added to its Work Programme 2017/18, to enable the Committee to scrutinize the services following the implementation of the changes.

The votes on the above resolution were ordered to be recorded and were as follows:-

For the resolution (10) - Councillors Ian Auckland, Mike Chaplin, Denise Fox, Neale Gibson, Mark Jones, Abdul Khayum, Colin Ross, Moya O'Rourke, Jackie Satur and Paul Wood

Against the resolution (1) - Councillor Robert Murphy

Abstained (0) - Nil

6. DATE OF NEXT MEETING

- 6.1 It was noted that the next meeting of the Committee would be held on Thursday, 30th November 2017, at 5.00 pm, in the Town Hall.



Report to Economic and Environmental Wellbeing Scrutiny and Policy Development Committee 30 November 2017

Report of: Nalin Seneviratne, Director – City Centre Development

Subject: Sheffield Retail Quarter – Heart of the City Phase 2

Author of Report: Nalin Seneviratne, Director – City Centre Development
nalin.seneviratne@sheffield.gov.uk

Summary:

The Sheffield Retail Quarter is now on site and being delivered at pace after many years of delay. The first phase comprises a landmark office building including new retail space. The remainder of the scheme follows closely behind and is being shaped through a revision to the master plan presented in the summer of 2015 and taken to the Planning Committee in 2016.

The project is a major city centre redevelopment and at this stage, the City Council is the developer having acquired the land ownership of the site. The report provides a status update and describes the outline timescale for the remaining delivery of the scheme. The Committee are invited to review matters and provide views, comments and challenge given the nature of this project.

This scheme provides the opportunity for a transformational retail based mixed-use development that gives residents, workers and visitors a quality experience that is distinctively of Sheffield and is the hub linking the existing retail, cultural, leisure and employment offers. The first phase of this scheme is being delivered with 56,000 sq. of new retail and leisure space together with 140,000 sq.ft. of new offices with a major pre-let to HSBC. This phase is focused around high quality public realm linking the development to the redevelopment of The Moor, which is being undertaken by Aberdeen Standard Life Investments. Phase 1 of the Retail Quarter delivers further momentum to the regeneration of our city centre building on key achievements to date, including works on The Moor, St Pauls Place and the original Heart of the City.

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

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	

Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	★
Other	

The Scrutiny Committee is being asked to:

The Committee is asked to consider the report and provide views, comments, recommendations and ask for the responsible Director to report again in the New Year when new plans will be available.

Background Papers:

None

Category of Report: ~~OPEN/CLOSED~~ (please specify)

**Report of the Director of City Centre Development–
Sheffield Retail Quarter - Heart of the City Phase 2**

1. Introduction/Context

1.1 We are creating a vibrant, exciting and sustainable new mixed-use quarter in the heart of the city to live, work, shop, and relax. Our proposals will extend the city offer, stitching together and complementing existing districts and act as a strong catalyst for the wider city to grow and flourish. The scheme will create the hub that is at the centre of the existing offers of Fargate, The Moor, and Division Street and related cultural, leisure and employment offers.

We have been taking time to review what the scheme needs allowing for changing retail and leisure markets. We are responding positively to the changing needs for office and commercial space. The genuine focus on mixed-use means we have started to call the scheme Phase 2 of Heart of the City. The change in working title reflects the evolution of the project over the last three years. While retail remains a central element, we recognise that so much more is required to create a truly sustainable new quarter in the heart of Sheffield. Industrial and commercial trends show us that city centre retail works best when it is part of a truly mixed-use offer encompassing strong leisure and cultural elements that foster and celebrate a strong and unique sense of place. This ethos chimes with the aspirations of the people of Sheffield, who have told us during the past two years of consultation and engagement that they want a dynamic and versatile city centre, but one that is rooted in the city’s unique character and offers opportunity for all sorts of activity.

- 1.2 The Sheffield Retail Quarter (Heart of the City Phase 2) is a major re-development of part of our city centre. It has a long history as most similar schemes do. However, this scheme was further delayed with the onset of the recession some ten years ago.

In 2013, the Council parted company with its then development partner, Hammerson, who were unable to take forward the development. Since then the Council has entered into contract with Queensberry Real Estate Limited to assist the Council with delivering the scheme.

In July 2016, the Cabinet decided to proceed with the first phase of the scheme given the pre-letting of office space to HSBC. The subsequent office delivery, which is now rapidly progressing on site, will deliver 56,000 sq.ft. of new retail space as part of the first phase. This retail space will comprise approximately 8 new retail units. The final configuration will respond to retailer requirements.

The Council is undertaking a property development role with development management expertise from Queensberry Real Estate Ltd. In undertaking these works, the Council is spending money on an investment basis with the aim of cost recovery.

This in turn carries property development risk. It is only right that the project from time to time is scrutinised enabling members to undertake in-depth enquiries.

This scheme involves information that is commercially sensitive as we are dealing with 3rd party commercial organisations and the writer will be happy to cover all points of questioning; however, some answers may need to be dealt with in closed session.

2. **Main report**

- 2.1 Creating an exciting and compelling retail offer is at the heart of the proposals. Acting as a hub for the existing and developing retail provision on Fargate, The Moor and Division Street the scheme is to deliver modern stores to attract new retailers to the city and allowing others to expand. The proposals will significantly extend and complement the city retail offer. Different streets will have different characteristics to maximise appeal and the proposals are to include the introduction of some premium brands and new brands to Sheffield. As the “retail hub”, the scheme also should draw on the retail space opportunities presented by schemes outside of the development site, e.g. The Moor and Pinstone Street so that the overall city offer is complimentary.

The role of digital infrastructure and the internet are to fully utilised creating a physical retail development “from the internet up”. This is not just an exaggeration. We have a genuine opportunity to create, through this development, a city centre wired for the 21st century.

The tenant mix will aim to optimise the spend available from the catchment population while delivering on current gaps in clothing/fashion, health& beauty and catering and closing the gap for

higher end aspirational retailing.

The scheme will cement Sheffield City centre as the Experience Retail centre of the region. This means:

- Reflecting on how shopping has and continues to evolve in more of a leisure activity.
- More about fun and entertaining experience for people of all ages.
- To be combined with other leisure/recreation activities elsewhere in the city.
- Conveniently found in one place, attractive and accessible.
- Responding to increasing consumer time pressures and demands.
- Responding to tourist needs and wants.
- Helping to make our city a destination of choice.

We have been reviewing our plans in the light of a rapidly changing retail environment.

2.2 The delivery of phase 1 is progressing well. The scheme is on time (completion in the first quarter of 2019 with tenant openings happening thereafter), within approved budgets (£89.5m see below) and being built to the quality standards required.

2.3 Budget details for phase 1

Asbestos removal	£1,108,406
Demolitions	£2,713,296
Charter Square	£7,617,221
Retail & Office Build	£78,073,278
Total	£89,512,201

2.4 The retail and office element are being undertaken as an investment with planned cost recovery through a sale of the completed building or through rental income received by retaining ownership. The exact exit route (or sale route) will be determined after considering the relative values and merits of the options available. This principle applies to the whole of the retail quarter scheme.

2.5 The remainder of the scheme has been the subject of revised master plan options since the public consultation in 2015 for the reasons stated above.

In addition, the leisure component of schemes has become more important as shopping behaviours and needs have changed. This can clearly be seen by the plans for the expansion of Meadowhall with more leisure and food and beverage offers.

The overall financial exposure is also very large for any organisation. Therefore, the master plan review is also dealing with how the project can be phased to assist with cash flow and delivery.

It is expected that the new master plan will be presented in early in 2018 with detailed planning applications for the next phases being submitted in the spring and physical delivery starting in 2019, including works to Leah's Yard on Cambridge Street.

2.6 The previous reported overall construction cost was £350m¹. This is currently being reviewed as part of the master plan work.

2.7 We are also assessing how much need be delivered directly by Sheffield City Council and how much could be delivered by other developers or others in joint venture with the Council.

This is a means of not only reducing our risk, but also enabling phases to be delivered in parallel with a revised target completion date of 2022/23

2.8 Land Costs:

In July 2016 we reported on land assembly and enabling works totalling some **£61.2m**. This work has been largely completed and the land secured for development. The recovery of this money has always been at risk. However, recovery is planned through long-term ground rent income and capital receipts where some phases could be transferred to other developers for delivery.

A final reconciliation will be undertaken when the new master plan is produced.

2.9 We are now receiving interest from organisations interested in buying completed phases as an investment and we are also receiving offers from organisations interested in taking on part of the development.

In addition, interest is being received from retailers now that they can see physical progress on site.

The final delivery strategy and master plan will be presented in the new year and will lead to further decisions for the Executive to make in terms of what final phases will need to be delivered by Sheffield City Council and what could be delivered by other organisations, including the financing options and cost recovery plan.

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

As previously reported the Retail Quarter will provide a high class regional shopping and leisure facility that would be appropriate for a city of our standing, complementing The Moor, Fargate and Division Street and complementing the retail offer at Meadowhall. This would enable us to compete with other regional city centres.

¹ Cabinet 20th July 2016 item 12

The scheme is already driving private sector investment in the city centre and will create a high quality mixed-use scheme consolidating the prime retail offer. The development of the Retail Quarter is enhancing the status of the city centre and should in turn stimulate further office, commercial, leisure and residential development.

The proposals will assist in the development and promotion of Sheffield's economy with investment in city centre projects that among other things lead to environmental improvements and growth in jobs, thereby assisting in the sustainable development of the economic, environmental and social well-being of the City and its inhabitants.

This also means that the scheme after many years of delay is now being delivered with phase 1 on site and further phases to be presented in the new year.

4. **Recommendation**

The Committee is being asked to consider the report, provide views and comments and invite the Director of City Centre Development to appear before the committee in the New Year with the new master plan and delivery strategy.



Report to Economic and Environmental Wellbeing Scrutiny & Policy Development Committee 30th November 2017

Report of: Director of City Centre Development

Subject: Protecting Sheffield from Flooding - Programme Update

Author of Report: James Fletcher, Flood and Water Manager (tel: 2735847)

Summary:

The Committee has requested an update on the Protecting Sheffield from Flooding capital investment programme to enable it to note progress on the delivery of the programme.

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	X
Other	

The Scrutiny Committee is being asked to:

Note progress on the delivery of the Protecting Sheffield from Flooding investment programme.

Category of Report: OPEN

Report of the Director of City Centre Development – Protecting Sheffield from Flooding - Programme Update

1.0 Introduction/Context

- 1.1 The City Council is working in close partnership with the Environment Agency (EA) to deliver a programme of capital schemes valued at over £100 million to protect Sheffield from flooding.
- 1.2 The schemes will invest in the city's flood and drainage infrastructure and aim to protect communities as well as supporting commercial and housing growth in Sheffield's main river valleys.
- 1.3 The Committee has requested an update on the progress being made by the partnership in delivering the capital investment programme.

2.0 Main body of report, matters for consideration, etc

2.1 Lower Don Valley Flood Defence Scheme

The scheme is scheduled to be fully completed in January 2018.

2.2 Upper Don Valley Flood Alleviation Scheme and Sheaf Catchment Flood Alleviation Scheme.

- 2.2.1 A short list of option measures to protect the Upper Don, Loxley, Sheaf and Porter valleys was announced and published on the Council's website in March 2017. This followed a period of public consultation on flood protection options in 2016. A report on the consultation was also published alongside the short list of options.
- 2.2.2 The project team has further assessed the short listed options and drawn up preferred measures for delivery. Those measures are shown in the maps provided at Appendix A to this report. They will provide vital infrastructure to manage river water across the Don and Sheaf catchments. The proposals start at source in the uplands above the city using natural flood management measures. The Environment Agency and Yorkshire Water are also exploring the use of upland reservoirs to store floodwater. Plans are to control river flow through the city by managing urban floodplains – holding floodwater in open spaces away from homes and businesses; removing pinch-points and building new flood defences.
- 2.2.3 The Council/EA partnership has established a Sheffield natural flood management (NFM) working group with relevant trusts and organisations operating in this field. The group aims to promote and co-ordinate the delivery of NFM measures in the Upper Don and Sheaf catchments.
- 2.2.4 The Council/EA partnership understands that new flood defence assets will need looking after once they're built as well as keeping the river

channel clear of debris and free flowing. In some cases, defences will need to be activated ready for when a storm hits. The partnership is drawing up joint plans for maintaining and operating Sheffield's new flood defence assets together with plans for maintaining the river channel.

2.2.5 At present, the partnership hasn't secured all the funds needed to cover the full cost of the Upper Don and Sheaf catchment schemes that are estimated at £53 million for the Upper Don and £40 million for the Sheaf scheme. The schemes qualify for £22.5 million of Defra flood grant in aid, subject to the approval of business cases by the Environment Agency, leaving a funding shortfall of £70.5 million.

2.2.6 The partnership continues to work with government to secure the funds to finance the full schemes. In the meantime, the Council plans to deliver the schemes in phases over a five year plus period as funding packages become available. The project team is working up an initial phase for the Upper Don scheme funded by the Sheffield City Region investment fund and Defra flood grant-in-aid.

2.3 Sheffield Watercourses – Culvert Renewal Scheme

2.3.1 Sheffield's network of underground culverted watercourses is old and has deteriorated to such an extent that it presents a risk of flooding to communities and major roads across the city. The network forms an important part of the city's urban drainage system.

2.3.2 Following an appraisal of 48 culverted watercourses citywide, engineering consultants have identified 9 culverts that present the highest risk of collapse and flooding to surrounding communities. They are:

1. Shay House Lane Water Course (WC), Stocksbridge
2. Fox Hill Road / Penistone Road Water Course (WC), Wadsley Bridge
3. Tongue Gutter (Upper Reach) WC, Parson Cross
4. Pack Horse Lane WC, High Green
5. Allen Croft Brook - Hole House WC, Stocksbridge
6. Fulwood Road WC, Fulwood
7. Crimicar Lane WC, Fulwood
8. Deer Park WC, Stannington
9. Dobicroft Road / Pingle Avenue WC, Millhouses

2.3.3 The Council's engineering consultants have drawn up a scheme for renewing these culverts thereby preventing collapse and subsequent flooding. Proposals are to install a new structural lining to the culverts at an estimated cost of £3 million. The scheme qualifies for £2 million of Defra flood grant subject to EA approval of the business case. The remaining £1 million of funding will be contributions from partner investors such as the City Council. Plans are to start culvert renewal work in August 2018.

2.4 Three Brooks Environmental Scheme, Manor, Sheffield

2.4.1 The Council is sponsoring a unique pilot scheme in the east of the city to provide sustainable drainage and revitalise local watercourses – the Car Brook, Kirkbridge Dyke and Jervis Lumb. The scheme is linked to the social housing regeneration of the Manor and Arbourthorne districts of Sheffield and aims to reduce the risk of flooding to downstream districts, such as at Darnall, as well as creating natural watercourse habitats.

2.4.2 Plans are to deliver the scheme in phases with construction scheduled to start in 2018.

2.5 Blackburn Brook Flood Alleviation Scheme

2.5.1 The scheme's objective is to increase the standard of flood protection to homes and businesses in the Blackburn Brook valley passing through Chapeltown and Ecclesfield. The Council plans to award a contract to carry out a scheme feasibility study and options appraisal in December 2017. The contract will span an 18 month period.

3.0 **What does this mean for the people of Sheffield?**

3.1 The Protecting Sheffield from Flooding capital investment programme will deliver the following benefits for the people of Sheffield:

- a. Safer homes and businesses.
- b. Resting assured, knowing that plans are in place for dealing with heavy rainfall - not being anxious when it rains
- c. Potential for cheaper insurance premiums.
- d. Better public health and safety.
- e. Less disruption to travel.
- f. More affordable homes in desirable locations.
- g. Confidence for existing businesses to expand and prosper in Sheffield's river valleys.
- h. More jobs in prime locations.
- i. Outdoor Sheffield – cleaner rivers with access to more recreation and heritage attractions.
- j. Potential access to renewable cheaper energy.

4.0 **Recommendation**

4.1 The Committee is asked to note progress in delivering the Protecting Sheffield from Flooding programme and provide views and comments.



PROTECTINGsheffield

FROM FLOODING

Sheaf Catchment Options

These are the preferred options that we will be considering in further detail to alleviate flood risk in Sheffield.

Lower Porter defences and removal of culverts acting as "pinch points"



Sheaf debris screen improvements

Queens Road to Lower Sheaf defences

Broadfield Road / Antiques Quarter defences and "pinch point" removal at Saxon Road bridge

Sharrow Vale to Ecclesall defences

Abbeydale Road to Little London defences



Improve resilience to flooding (catchment wide measures)

Abbey Brook flood storage area

Endcliffe Park flood storage area

Porter Brook

River Sheaf

Rural land management (catchment wide measures)

Areas at Risk

Areas at potential risk of flooding

Extent of detailed flood risk mapping for this scheme

Key to options

- Slowing the Flow
- Containing the Flow
- Resilience
- Indicative location of potential temporary flood storage areas
- Indicative extent of flood defence options under consideration

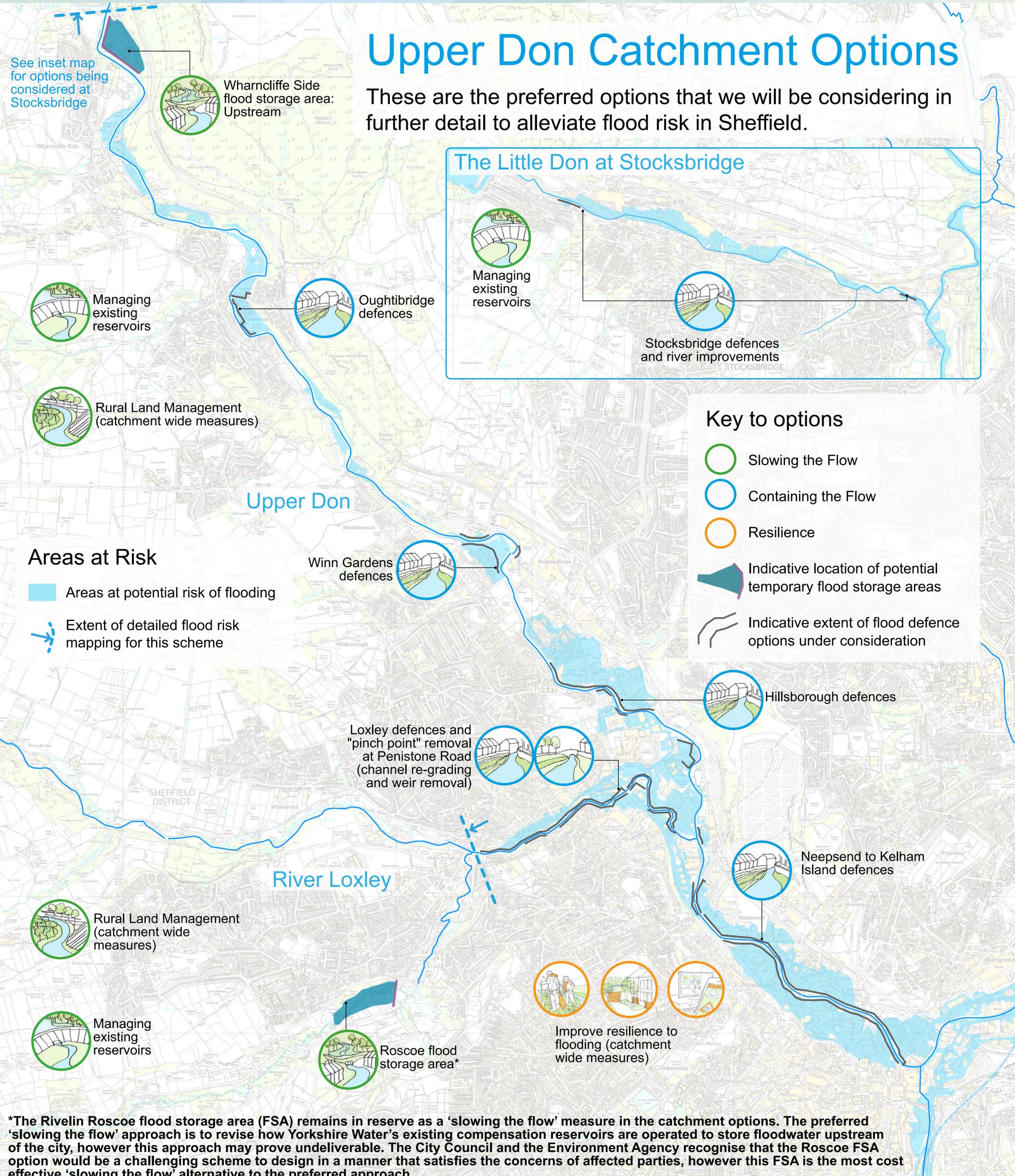


PROTECTINGsheffield

FROM FLOODING

Upper Don Catchment Options

These are the preferred options that we will be considering in further detail to alleviate flood risk in Sheffield.



See inset map for options being considered at Stocksbridge

Wharnccliffe Side flood storage area: Upstream

The Little Don at Stocksbridge



Managing existing reservoirs



Stocksbridge defences and river improvements



Managing existing reservoirs



Rural Land Management (catchment wide measures)

Areas at Risk

Areas at potential risk of flooding

Extent of detailed flood risk mapping for this scheme

Key to options

- Slowing the Flow
- Containing the Flow
- Resilience
- Indicative location of potential temporary flood storage areas
- Indicative extent of flood defence options under consideration

Winn Gardens defences

Loxley defences and "pinch point" removal at Penistone Road (channel re-grading and weir removal)

Hillsborough defences

Neepsend to Kelham Island defences



Rural Land Management (catchment wide measures)



Managing existing reservoirs



Roscoe flood storage area*



Improve resilience to flooding (catchment wide measures)



*The Rivelin Roscoe flood storage area (FSA) remains in reserve as a 'slowing the flow' measure in the catchment options. The preferred 'slowing the flow' approach is to revise how Yorkshire Water's existing compensation reservoirs are operated to store floodwater upstream of the city, however this approach may prove undeliverable. The City Council and the Environment Agency recognise that the Roscoe FSA option would be a challenging scheme to design in a manner that satisfies the concerns of affected parties, however this FSA is the most cost effective 'slowing the flow' alternative to the preferred approach.

Disclaimer: These maps have been prepared for this consultation process for the purposes of general illustration and as general information only. The information contained in the maps does not constitute advice and should not be treated as such. The information in the maps is provided without any representations or warranties, express or implied, as to the accuracy, completeness, reliability or suitability of the information. Any reliance placed on such information is therefore strictly at your own risk and Sheffield City Council will not be liable for any damages, losses or causes of action of any nature arising from any use of any of the maps.

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Economic and Environmental Wellbeing Scrutiny and Policy Development Committee

Hosting the World Snooker Championships in Sheffield - 2018 - 2027

“More than a Game”

30 November 2017

Sheffield City Council

Sheffield
City Council



More than a Game..... (Drivers)

The rationale behind securing a long term contract to host the World Snooker Championships in Sheffield include:

- Heritage
- Profile
- Local Economy
- World Wide Opportunity
- China



More than a Game..... (Heritage)



Sheffield (and the Crucible) is the home of World Snooker, as Wimbledon is to Tennis, Aintree is to the Grand National and Wembley is to the FA Cup Final.

Sheffield City Council

Sheffield
City Council



More than a Game..... (Profile)

Sheffield has no other asset or association that has such “brand value” (*No Beatles like Liverpool, No Big Ben like London, No Manchester United...*)



More than a Game..... (Profile)

- From a BBC Sports perspective, this event is second only to Wimbledon in its media coverage for an annual sports event.
- BBC coverage each year is over 100 hours, with the Final attracting 4million viewers.
- The event is broadcast in 80+ countries via 23 broadcasters to a global audience of 330million, with 13,500 hours global TV coverage.
- The annual media value is £3.2million.

More than a Game.....(Local Economy)

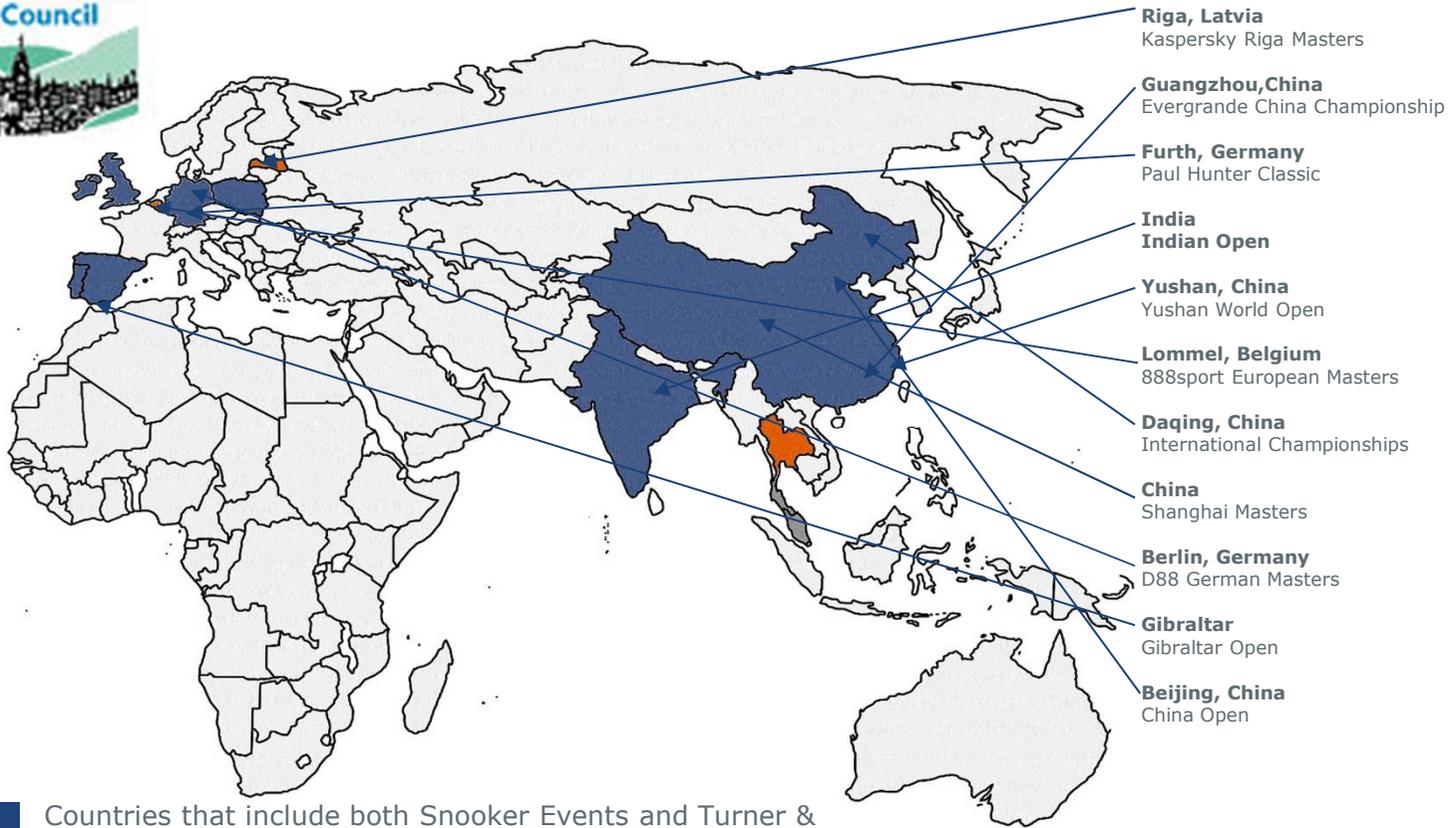
- 43,000 tickets sold with over 80% to people outside of Sheffield;
- Economic impact £2.6million (has increased year on year)
- Since 1977 the overall economic benefits has been around £70million (at todays rate nearer £100 million) with over 1.3 million visitors to the City.



World Snooker Map – Ranking Events



Events – 2017/2018

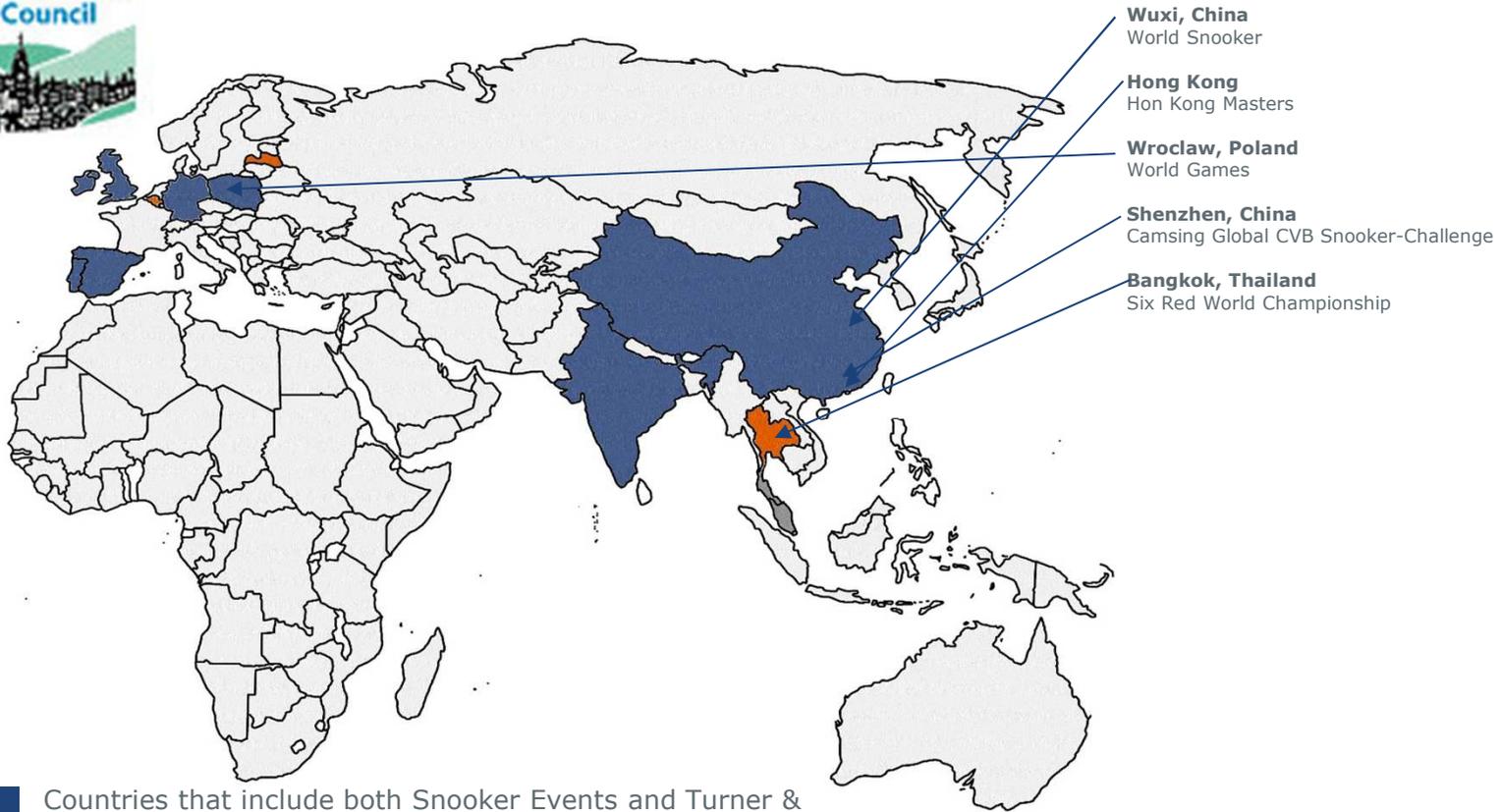


- Countries that include both Snooker Events and Turner & Townsend offices
- Countries that only include Snooker Events

World Snooker Map – Invitational Events



Events – 2017/2018



- Countries that include both Snooker Events and Turner & Townsend offices
- Countries that only include Snooker Events

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More than a Game..... (China)

- Snooker is one of the fastest growing sports in China (Over 60 million people watched Ding Jun Hui and Marco Fu play in the 2016 Semi-final on live TV);
- Chinese economic growth has over the last 20 years been unprecedented and China will become the world's largest economy by 2020.

More than a Game..... (China)

- China's influence and potential can only grow. To put China in context as a market, it's population is equivalent to that of North America, South America, Australia, NZ and all Western Europe combined – and is growing.



More than a Game..... (China)

- Educational partnerships with Chengdu have been established which has led to a commitment to build a “Sheffield School” in Chengdu – the first English-style school built within the Chinese state system – with design contract secured by Sheffield based firm. This relationship will enrich and support the development of the cities young people.
- Our Universities are well established, active and respected in China –For example in September 2016, UoS signed an agreement with a subsidiary of the China Aerospace Science and Technology Organisation (China’s NASA) to launch a joint research institute and are currently working on developing the China’s Tiangong 3 Space Station which is scheduled to launch in 2020.

Sheffield Cue Ball

- Annual Dinner held on the eve of the World Snooker Championship
- Now in its 15th Year – raised over £350,000 for local charities and good causes, including
 - *Cavendish Cancer Care*
 - *Weston Park Cancer Charity*
 - *Women of Steel*
 - *Children's Hospital Charity*
 - *Neuro Care Charity*
 - *St. Lukes*
 - *Help a Hallam Child*





Report to Economic and Environmental Wellbeing Scrutiny and Policy Development Committee 30th November 2017

Report of: Policy & Improvement Officer

Subject: Work Programme 2017/18

Author of Report: Alice Nicholson, Policy and Improvement Officer
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0114 273 5065

The updated work programme for 2017/18 is attached at Appendix 1 for the Committee's consideration and discussion.

The work programme has been updated with meeting dates for agenda items where possible, and includes items to be scheduled for meetings remaining in 2017/18. To prioritise or update further the work programme the Committee may wish to reflect on the prioritisation principles attached at Appendix 3 to ensure that scrutiny activity is focussed where it can add most value. Appendix 2 provides a log of the issues looked at in 2014/16, 2015/16 & 2016/17.

Where an issue is not appropriate for inclusion on a meeting agenda, but there is significant interest from members, the Committee can choose to request a written briefing.

The work programme remains a live document and will be shared / discussed at each committee meeting.

The Scrutiny Committee is being asked to:

- Consider and discuss the committee's remaining work programme for 2017/18
- Provide comment / feedback/agree the updated work programme

Category of Report: OPEN

Economic and Environmental Wellbeing Scrutiny and Policy Development Committee
Work Programme 2017/18

Last updated: 20th November 2017

Please note: the work programme is a live document and so is subject to change.

Topic	Reasons for selecting topic	Key contacts	Proposed scrutiny style
Wednesday 12th July 2-5 pm			
<i>Non-City Centre Parking Developments (Call-In)</i>	<i>Call-In of Individual Cabinet Member Decision on 30.05.2017 - Call-In Lead Signatory: Cllr Ian Auckland</i>	<i>Jack Scott, Cabinet Member Transport and Infrastructure; Paul Fell, Transport, Traffic & Parking Services Manager, Place (Report Author)</i>	<i>Single agenda item</i>
<i>Draft Work Programme 2017/18</i>	<i>Committee to agree work programme 2017/18 – within framework of selecting scrutiny topics & remit</i>	<i>Policy & Improvement Officer</i>	<i>Standard Agenda Item</i>
Thursday 27th July 2-5 pm (Special)			
<i>Western Road First World War Memorial Scrutiny Task and Finish Working Group (committee group)</i>	<i>Consideration of Western Road First World War Memorial Scrutiny Task and Finish Working Group draft report and recommendations - agreement of final report by the full scrutiny Committee</i>	<i>Scrutiny Working Group</i>	<i>Single agenda item</i>

Wednesday 13th September 5-8pm			
<i>POSTPONED TO 11TH OCTOBER: Retaining World Snooker Championships in Sheffield</i>	<i>To receive an update on the retention of the World Snooker Championships in Sheffield</i>	<i>Mick Crofts - Director of Business Strategy and Regulation, Place</i>	<i>Agenda Item</i>
<i>Western Road First World War Memorial Committee recommendations - update</i>	<i>Verbal update from Cabinet Member to the Committee's Working Group report and recommendations</i>	<i>Cabinet Member, Cllr Bryan Lodge, Director of Culture and Environment, Paul Billington, Lisa Firth, Head of Parks and Countryside</i>	
<i>Response to Public Questions</i>	<i>response to public questions asked at Economic and Environmental Wellbeing Scrutiny and Policy Development Committee 27th July</i>	<i>Alice Nicholson - Policy & Improvement Officer</i>	<i>For information</i>
<i>Work Programme 2017/18</i>	<i>To consider and discuss the committees work programme for 2017/18</i>	<i>Alice Nicholson - Policy & Improvement Officer</i>	<i>Standard Agenda Item</i>
Wednesday 18th October 5-8pm			
POSTPONED - to be rearranged (20th December)			
<i>NEW DATE 20TH DECEMBER - MOVED FROM 13TH SEPTEMBER - China Economic and Civic Programme Update</i>	<i>To receive an update on this following Call-in of Cabinet Decision - December 2016</i>	<i>Lead Officer - Edward Highfield</i>	<i>Agenda Item</i>
<i>NEW DATE 30TH NOV - POSTPONED FROM 13TH SEPTEMBER: Retaining World Snooker Championships in Sheffield</i>	<i>To receive an update on the retention of the World Snooker Championships in Sheffield</i>	<i>Mick Crofts - Director of Business Strategy and Regulation, Place</i>	<i>Agenda Item</i>

<i>MOVED TO JANUARY 2018 - FOR INFORMATION: Western Road First World War Memorial Committee recommendations - formal response</i>	<i>Formal response from Cabinet Member to the Committee's Working Group report and recommendations</i>	<i>Cabinet Member, Cllr Bryan Lodge</i>	
<i>Work Programme 2017/18</i>	<i>To consider and discuss the committees work programme for 2017/18</i>	<i>Report of Alice Nicholson - Policy & Improvement Officer</i>	<i>Standard Agenda Item</i>
Thursday 2nd November 10am			
<i>Changes to Environmental Maintenance Services</i>	<i>Call-In of Individual Cabinet Member Decision on 10.10.2017 - Call-In Lead Signatory: Cllr Rob Murphy</i>	<i>Bryan Lodge, Cabinet Member Environment and Streetscene; Laraine Manley, Executive Director Place; Philip Beecroft, Highway Maintenance</i>	<i>Single Agenda Item</i>
Thursday 30th (was 29th) November 6pm-8pm			
<i>Sheffield Retail Quarter – Heart of the City Phase 2</i>	<i>Update on Sheffield Retail Quarter (SRQ) & City Centre – what's already happened in SRQ, what's going to happen, when can you report more? Request in work programme since July 2016</i>	<i>Lead Cabinet Member - Mazher Iqbal; Lead officer - Nalin Seneviratne</i>	<i>Agenda Item</i>
<i>Protecting Sheffield from Flooding - Programme Update, includes Sheffield culvert renewal programme</i>	<i>A programme update on Protecting Sheffield from Flooding, considered previously by the Committee November 2017, and includes including culvert renewal</i>	<i>Lead Cabinet member - Bryan Lodge; Lead officer - Jim Fletcher;</i>	<i>Agenda Item</i>
<i>POSTPONED FROM OCTOBER: Retaining World Snooker Championships in Sheffield</i>	<i>To receive an update on the retention of the World Snooker Championships in Sheffield</i>	<i>Mick Crofts - Director of Business Strategy and Regulation, Place</i>	<i>Agenda Item/For Information</i>

Work Programme 2017/18	To consider and discuss the committees work programme for 2017/18	Report of Alice Nicholson - Policy & Improvement Officer	Standard Agenda Item
Wednesday 20th December 5-8pm			
POSTPONED FROM OCTOBER: China Economic and Civic Programme Update	To receive an update on this following Call-in of Cabinet Decision - December 2016	Cabinet Member, Mazher Iqbal; Lead Officer - Edward Highfield and Howard Varns	Agenda Item
POSTPONED FROM OCTOBER: Retaining World Snooker Championships in Sheffield	To receive an update on the retention of the World Snooker Championships in Sheffield	Mick Crofts - Director of Business Strategy and Regulation, Place	Agenda Item
Small Business	A - Scrutiny: Finding out are we providing right support in Sheffield for small business growth: What is the current offer in Sheffield? Impact of small business service, supporting business into supply chains - e.g. Maclaren as case study. B - Policy Development: Policy direction and changes	George Lindars-Hammond, Cabinet Adviser; Kevin Bennett and Yvonne Asquith, Creative Sheffield, TBC – Federation of Small Businesses; Sheffield Chamber of Commerce and Industry (other view of small business support)	Agenda Item
Work Programme 2017/18	To consider and discuss the committees work programme for 2017/18	Report of Alice Nicholson - Policy & Improvement Officer	Standard Agenda Item
Wednesday 31st January 5-8 pm			
Growing Sustainably: A bold plan for a Sustainable Sheffield	Making it happen, a look at Programme/action plan for this Sheffield sustainability strategy and response to report of Sheffield Green Commission	Mark Whitworth - Head of Strategic Housing and Regeneration; Lead Cabinet Member (TBC)	Agenda Item

Follow up to Implications for Sheffield of vote to leave the European Union (Brexit)	Update and current position	Lead Officer - Laurie Brennan, Policy and Improvement Officer	Agenda Item
Western Road First World War Memorial Committee recommendations - formal response	Formal response from Cabinet Member to the Committee's Working Group report and recommendations	Cabinet Member, Cllr Bryan Lodge	
Work Programme 2017/18	To consider and discuss the committees work programme for 2017/18	Report of Alice Nicholson - Policy & Improvement Officer	Standard Agenda Item
Wednesday 14th March 5-8 pm			
Scrutiny Annual Report 2017-18 Draft Content & Work Programme 2018-19	This report provides the Committee with a summary of its activities over the municipal year for inclusion in the Scrutiny Annual Report 2017-18. It also includes a list of topics which it is recommended be put forward for consideration as part of the 2018-19 Work Programme for this committee.	Report of Alice Nicholson - Policy & Improvement Officer	Annual Agenda Item
Task Group			
Western Road First World War Memorial task and finish cross party working group (committee group) - task group completed waiting Cabinet formal response	In response to Council on 4th January referring a petition to a cross party working group of Economic and Environmental Wellbeing Scrutiny and Policy Development Committee – Report of working group to full Committee on 27th July 2017	Scrutiny Working Group	Single Agenda Item

Task group 2017/18 - dependent on resources and need			
Items to be scheduled			
City Growth and Prosperity	Overarching 'Growth Plan', Housing Strategy, Transport Strategy, Clean Air Strategy, City Centre Master Plan, Local Plan - there are a number of the strategies to support growth and prosperity in the list of forthcoming executive decisions (16 November 2017) - the Committee might like to consider individual strategies and plans at an appropriate point.	Edward Highfield - Director of City Growth	TBC
Page 52 Planning Applications - ward members	Briefing picking up this and other matters from 26.04.2017 - Economic Landscape item	Chief Planning Officer, Sheffield City Council	TBC
Bus service changes - Sheffield Bus Partnership	Receive an update on community response to September 2017 bus service changes in Sheffield	SYPTTE, Bus Service Providers	TBC
City Development Sites: Update on Sheffield Ski Village	What is the position on key development sites citywide e.g. Ski Village - map of development sites? Link to Growth Plan?	TBC	TBC

Air Quality Plan (Environmental Wellbeing)	Update on development of Air Quality Plan for December 2018 - see City Growth and Prosperity, Clean Air Strategy	Cabinet lead - Jack Scott; Officer lead - Tom Finnegan-Smith	TBC
University role in the economy - University of Sheffield and Sheffield Hallam University	Universities role in boosting the economy: What is your impact, what can we do better? - Understanding the value and impact to Sheffield of being a student city	TBC	TBC
The Outdoor City	Update on the Sheffield Outdoor City Programme	TBC	TBC
POSTPONE - Bus Services Act 2017	Postpone, until mayor. An in depth follow up to the Bus Services Bill item 2016/17, and how Combined Authority can make best use of the powers - royal assent 27/4/2017	SYPTTE, SCR CA, Sheffield Bus Partnership	TBC

Economic & Environmental Wellbeing		
Log of Topics	Year	Month
Streets Ahead Action Plan on Street Lighting	2014/15	July
Cabinet Member Response to the Committee's Cycling Inquiry	2014/15	July
Draft Work Programme 2014/15	2014/15	July
Call-in of Highway Cabinet Member Decision Session on Parking Permit Prices	2014/15	August
Call-in of Individual Cabinet Member Decision on the Statement of Community Involvement	2014/15	August
Waste Strategy 2009-2020 - Update	2014/15	September
The Future Role of the City Centre	2014/15	October
Sheffield's Library Services - Update	2014/15	December
Waste Strategy - Update	2014/15	December
Air Quality in Sheffield	2014/15	February
How Sheffield Presents Itself	2014/15	April
Task Group Report on Private Sector House Building	2014/15	April
Call-in of the Cabinet Decision on The Graves Park Charitable Trust - Cobnar Cottage	2014/15	June
Leader's Decision on the Proposed Disposal of Walkley Library	2015/16	July
Waste Management - Assisted Collection Policy Review	2015/16	September
Streets Ahead Project - Winter Review	2015/16	September
Private Sector Housebuilding - report back from Cabinet Member & officers	2015/16	November
Broadband and Economic Development	2015/16	December
Sheffield Money - written briefing	2015/16	December
Future Role of City Centre - follow up	2015/16	February
Bus Services in Sheffield - petitions	2015/16	March
Sheffield Bus Partnership (SBP) review	2016/17	July
Bus Services Bill – briefing	2016/17	October
Business Rates	2016/17	October
Inclusive Growth	2016/17	October
Protecting Sheffield from flooding	2016/17	November
Economic Landscape Task Group draft scope	2016/17	November
Call In of Cabinet Decision: China Economic and Civic Programme Update - special	2016/17	December
Implications for Sheffield of the vote to leave the European Union (commonly referred to as Brexit)	2016/17	January
Western Road First World War Memorial Trees - task and finish cross party working group (committee group)	2016/17	January
Waste Services Review: Consideration of Delivery Solutions for Waste Services - Call In of Cabinet Decision 18th January 2017	2016/17	February
Economic Landscape - evidence session 1	2016/17	February
Economic Landscape - evidence session 2	2016/17	April
Sheffield Retail Quarter – update briefing for information	2016/17	April
Western Road First World War Memorial Trees - task and finish cross party working group report and recommendations - special	2016/17	July (2017/18)

Sheffield Council Scrutiny Selecting Scrutiny topics

This tool is designed to assist the Scrutiny Committees focus on the topics most appropriate for their scrutiny.

- **P**ublic Interest
The concerns of local people should influence the issues chosen for scrutiny;
- **A**bility to Change / Impact
Priority should be given to issues that the Committee can realistically have an impact on, and that will influence decision makers;
- **P**erformance
Priority should be given to the areas in which the Council, and other organisations (public or private) are not performing well;
- **E**xtent
Priority should be given to issues that are relevant to all or large parts of the city (geographical or communities of interest);
- **R**eplication / other approaches
Work programmes must take account of what else is happening (or has happened) in the areas being considered to avoid duplication or wasted effort. Alternatively, could another body, agency, or approach (e.g. briefing paper) more appropriately deal with the topic

Other influencing factors

- **Cross-party** - There is the potential to reach cross-party agreement on a report and recommendations.
- **Resources**. Members with the Policy & Improvement Officer can complete the work needed in a reasonable time to achieve the required outcome

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