

Waste & Street Scene Policy Committee

**Wednesday 20 December 2023 at 10.00
am**

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

The Press and Public are Welcome to Attend

Membership

Councillor Joe Otten
Councillor Mark Jones
Councillor Alexi Dimond
Councillor Tony Damms
Councillor Sue Alston
Councillor Christine Gilligan Kubo
Councillor Tim Huggan
Councillor Mike Chaplin
Councillor Sioned-Mair Richards

PUBLIC ACCESS TO THE MEETING

The Waste and Street Scene Policy Committee discusses and takes decisions on:

- Highway maintenance and management
- Waste management
- Parking Services (management and enforcement)
- City Centre management
- Markets
- Regulatory licensing policy
- Statutory licensing policy development (to be referred to Strategy and Resources Policy Committee for decision on submission to Full Council as part of Budget and Policy Framework)
- Environmental Regulation

Meetings are chaired by Councillor Joe Otten.

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk . 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 Policy Committee meetings and recording is allowed under the direction of the Chair. Please see the [Council's webpage](#) 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.

Policy 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 on the agenda.

Meetings of the Policy Committee have to be held as physical meetings. If you would like to attend the meeting, please report to an Attendant in the Foyer at the Town Hall where you will be directed to the meeting room. However, it would be appreciated if you could register to attend, in advance of the meeting, by emailing committee@sheffield.gov.uk, as this will assist with the management of attendance at the meeting. The meeting rooms in the Town Hall have a limited capacity. We are unable to guarantee entrance to the meeting room for observers, as priority will be given to registered speakers and those that have registered to attend.

Alternatively, you can observe the meeting remotely by clicking on the 'view the webcast' link provided on the meeting page of the [website](#).

If you wish to attend a meeting and ask a question or present a petition, you must submit the question/petition in writing by 9.00 a.m. at least 2 clear working days in advance of the date of the meeting, by email to the following address: committee@sheffield.gov.uk.

In order to ensure safe access and to protect all attendees, you will be recommended to wear a face covering (unless you have an exemption) at all times within the venue. Please do not attend the meeting if you have COVID-19 symptoms. It is also recommended that you undertake a Covid-19 Rapid Lateral Flow Test within two days of the meeting.

If you require any further information please email committee@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.

**WASTE & STREET SCENE POLICY COMMITTEE AGENDA
20 DECEMBER 2023**

Order of Business

Welcome and Housekeeping

The Chair to welcome attendees to the meeting and outline basic housekeeping and fire safety arrangements.

1. Apologies for Absence

2. Exclusion of Press and Public

To identify items where resolutions may be moved to exclude the press and public.

3. Declarations of Interest

Members to declare any interests they have in the business to be considered at the meeting.

(Pages 7 - 10)

4. Minutes of Previous Meeting

To approve the minutes of the last meeting of the Committee held on 15 November 2023.

(Pages 11 - 20)

5. Public Questions and Petitions

To receive any questions or petitions from members of the public.

(NOTE: There is a time limit of up to 30 minutes for the above item of business. In accordance with the arrangements published on the Council's website, questions/petitions at the meeting are required to be submitted in writing, to committee@sheffield.gov.uk, by 9.00 a.m. on 18 December 2023).

6. Members' Questions

To receive any questions from Members of the Committee on issues which are not already the subject of an item of business on the Committee agenda – Council Procedure Rule 16.8.

(NOTE: a period of up to 10 minutes shall be allocated for Members' supplementary questions - one supplemental question on each question may be asked by the Member who had submitted the original question).

7. Work Programme

Report of the Director of Policy and Democratic Engagement

(Pages 21 - 34)

8. Connected by Water - Assets, Infrastructure and Sewer Management

Presentation by the Director of Street Scene and Regulation and Yorkshire Water

9. **2023/24 Quarter 2 Budget Monitoring** (Pages 35 - 46)
Report of the Director of Finance and Commercial Services
10. **Review of the Moor Market Service Charge** (Pages 47 - 68)
Report of the Executive Director, Neighbourhood Services
11. **Response to the Street Tree Inquiry - Update on Implementing Recommendations within the Waste and Street Scene Policy Committee's Remit** (Pages 69 - 102)
Report of the Executive Director, Neighbourhood Services

NOTE: The next meeting of Waste & Street Scene Policy Committee will be held on Wednesday 14 February 2024 at 10.00 am

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its Policy Committees, 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 Standards Committee in relation to a request for dispensation.

Further advice can be obtained from David Hollis, General Counsel by emailing david.hollis@sheffield.gov.uk.

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Waste & Street Scene Policy Committee

Meeting held 15 November 2023

PRESENT: Councillors Joe Otten (Chair), Mark Jones (Deputy Chair), Alexi Dimond (Group Spokesperson), Sue Alston, Tim Huggan, Mike Chaplin, Sioned-Mair Richards, Tony Damms and Maroof Raouf (Substitute Member)

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillor Christine Gilligan Kubo. Councillor Maroof Raouf attended as a substitute member.

2. EXCLUSION OF PRESS AND PUBLIC

2.1 It was noted that Appendices 1 and 2 to the report at item 10 on the agenda and Appendix 1 to the report at item 11 on the agenda were not available to the public or press because they contained exempt information. If Members wished to discuss the exempt information, the Committee would ask the members of the public and press to kindly leave for that part of the meeting and the webcast would be paused.

3. DECLARATIONS OF INTEREST

3.1 Councillor Maroof Raouf declared a personal interest in Agenda Item 8 - Hackney Carriage Fares Review - as he held a HC/PHV licence however he did not currently operate as a Hackney Carriage Proprietor. Councillor Raouf took part in the discussion and voting thereon as he had not pre-determined his views on this item.

4. MINUTES OF PREVIOUS MEETING

4.1 The Minutes of the meeting of the Committee held on 27 September 2023 were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 A petition had been received from Katie Memmott which had received 6 signatures:

“Better and Brighter Street Lighting for Walkley

We the undersigned petition the council to provide better street lighting for the people of Walkley. Currently, the far cheaper LED alternative bulbs being used in streetlights are not bright enough for young women and children in particular to feel safe walking down their own street at night. We are petitioning for the Council to replace all residential street lights in Walkley with brighter lights, and not to put concerns over cost above the safety of Walkley residents.

Brighter street lights would help the people of Walkley feel safer, especially as the nights draw in and it becomes dark earlier. For those concerned about bright lights outside their bedroom window, I would remind them that these LED lights are quite a recent change, and the brighter bulbs that were used before did not cause sleep disturbances.”

The Chair responded with the following answer:

In 2012 Sheffield City Council through the Streets Ahead embarked on a street lighting initiative which involved replacing over 50,000 street lighting columns and all existing street lighting lanterns also were changed for new more expensive and more efficient Light Emitting Diodes (LED) lanterns. Street Lighting in the Walkley area, as all areas in Sheffield, was designed to British Standards BS5489 to attain specific lighting outputs to the British standards.

Designers made sure the British standards were met, and to this they took into consideration lantern power, optic type, optic angle, column height/spacings, traffic usage and road speed/ width to achieve the correct standard for the road.

A walk and build design process / package for every road considered the specific column height, position, and location, carefully positioning the column and lantern as to avoid obtrusive light into homes adhering to Institute of Lighting Professionals (ILP) guidance on obtrusive lighting which sets out levels for the specific environment.

A street lighting design seeks to attain the correct lighting output to the British Standards for the road while not wasting energy by “over lighting” the road. This work achieves a reduction in energy costs and lowers Sheffield City Council’s carbon footprint of which annual targets have to be met through the Streets Ahead contract.

Appreciate that despite this there are some specific roads in Walkley which may be presenting concerns in relation to low levels of lighting or in obtrusive lighting, and if these roads could be forwarded to us, we would be happy to carry out some on site testing to measure whether these levels are in compliance and consider what else can be achieved to allay concerns.

It is possible to vary the lighting levels as the street lighting columns have a range of levels to which they can be adjusted. If the public notify the council of particularly problematic areas, the council can review the lighting in that area.

- 5.2 A question had been received from Andrew Dyson from the Yorkshire Branch of Railfuture. Andrew Dyson did not attend the meeting to ask their question therefore a written response would be provided.

6. MEMBERS' QUESTIONS

- 6.1 There were no questions from Members of the Committee.

7. WORK PROGRAMME

7.1 The Principal Democratic Services Officer submitted a report containing the Committee's Work Programme which detailed all known, substantive agenda items for forthcoming meetings of the Committee to enable the Committee, other Committees, officers, partners and the public to plan their work with and for the Committee.

7.2 In response to Member's questions, the Chair informed the Committee that he would be attending the next meeting of the Sheffield Action on Plastic Group. The Director of Street Scene and Regulation added that the Government had recently published the Waste Strategy and officers were analysing its impact; proposals would be brought to a future meeting of this Committee.

7.3 **RESOLVED UNANIMOUSLY:** That the Waste and Street Scene Policy Committee:-

1. agrees the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;
2. considers the further additions or adjustments to the work programme presented at Part 2 of Appendix 1; and
3. considers any further issues to be explored by officers for inclusion in Part 2 of Appendix 1 of the next work programme report, for potential addition to the work programme.

8. HACKNEY CARRIAGE FARES REVIEW

8.1 The Licensing Strategy and Policy Officer presented a report for Members to consider a request from taxi trade representatives to review the maximum permissible fares for journeys in hackney carriage vehicles.

8.2 Two proposals for a change to the current fares structure were submitted following consultation with the trade, these were from the Sheffield Taxi Trade Association (STTA) and a joint request from GMB, App Drivers and Couriers Union (ADCU) and Sheffield Eagle Taxi Association (SETA). In addition, a proposal was put forward in the meeting from Councillor Alexi Dimond.

8.3 In reaching their decision, the Committee considered all the proposals in detail and agreed that any additional surcharges should be added to the fare at the beginning of the journey for transparency.

8.4 **RESOLVED UNANIMOUSLY:** That the Waste and Street Scene Policy Committee:-

1. Consider the requests made by trade representatives and amend the fares as follows:

First 100 Yards

		Start	End	Price	Notes
Tariff 1	Day	7am	7pm	£3.50	
Tariff 2	Night	7pm	7am	£3.70	
Tariff 3	Weekend	7pm	7am	£4.70	Friday 7pm - Sunday 7am

Over 100 Yards

	Yards	Per Drop	When	Yards	Notes
Every	195	£0.20	Up to	17600	
Every	176	£0.20	From	17600	

Miles	Yards	Drops	Round Drops	T1	T2	T3
0.5	880	4.00	4	£4.30	£4.50	£5.50
1	1760	8.51	9	£5.30	£5.50	£6.50
2	3520	17.54	18	£7.10	£7.30	£8.30
3	5280	26.56	27	£8.90	£9.10	£10.10
4	7040	35.59	36	£10.70	£10.90	£11.90
5	8800	44.62	45	£12.50	£12.70	£13.70
6	10560	53.64	54	£14.30	£14.50	£15.50
7	12320	62.67	63	£16.10	£16.30	£17.30
8	14080	71.69	72	£17.90	£18.10	£19.10
9	15840	80.72	81	£19.70	£19.90	£20.90
10	17600	89.74	90	£21.50	£21.70	£22.70
11	19360	109.43	110	£25.50	£25.70	£26.70
12	21120	119.43	120	£27.50	£27.70	£28.70
13	22880	129.43	130	£29.50	£29.70	£30.70
14	24640	139.43	140	£31.50	£31.70	£32.70
15	26400	149.43	150	£33.50	£33.70	£34.70
16	28160	159.43	160	£35.50	£35.70	£36.70
17	29920	169.43	170	£37.50	£37.70	£38.70
18	31680	179.43	180	£39.50	£39.70	£40.70
19	33440	189.43	190	£41.50	£41.70	£42.70
20	35200	199.43	200	£43.50	£43.70	£44.70

Waiting Time

	Current
Seconds	45
Price	£0.20
Drops	80
Hourly	£16.00

3600 seconds in an hour

Extras

Each hiring between 6pm on 24th December and 6am on 27th December and between 6pm on 31st December and 6am on 2nd January	£2.50
Each hiring on any other official Bank Holiday (7am - 7am)	£1.20
Fouling the Vehicle (Maximum Charge)	£80
For carrying between 5 and 8 passengers, to be added to the fare at the start of the journey	£2.00

2. That the temporary fuel surcharge that was approved by the Waste and Street Scene Urgency Sub-Committee in July 2022 be removed.

8.5 Reasons for Decision

- 8.5.1 Representatives of the trade have requested a review of fares, citing increased costs since fares were last reviewed and agreed in December 2021.
- 8.5.1 The temporary fuel surcharge to be removed as no longer required due to a decrease in fuel prices and compensation by an agreed increase in fares.

8.6 Alternatives Considered and Rejected

- 8.6.1 Appendix C sets out the various requests and proposals from trade representatives.

9. REVIEW OF CRYSTAL PEAKS MARKET SERVICE CHARGE

- 9.1 The Interim Operations Manager City Centre Maintenance and Sheffield Markets and Head of Street Scene Services presented a report that reviewed the service charge recharged to traders at Crystal Peaks Marketplace. The operational costs of the market and the service charge paid by the Council to the landlord of the Crystal Peaks Market had increased, however the increases had not been passed on to traders. The report explained the impact of under-recovery and set out proposed options in relation to service charges going forward.
- 9.2 Members noted that, in order to fund the required maintenance work, the service charge needed to be increased. The impact of any increase should be monitored closely and Members requested that an item be added to the Committee Work Programme to review the Market Strategy and explore ways that the Council could support traders.
- 9.3 In response to Member's questions, officers agreed to provide information on the

total amount of subsidy provided to the traders by the Council since 2009. Members also requested that, moving forward, reports on charges paid by traders be incorporated into one report rather than separate reports for each charge and Market.

9.4 It was moved by Councillor Joe Otten, and seconded by Councillor Mark Jones, that an increase to the service charge currently charged to market traders of CPI+8% (an increase of 14.8%) be approved. On being put to the vote, the motion was carried. Councillors Sue Alston, Mike Chaplin, Tony Damms, Tim Huggan, Mark Jones, Joe Otten and Sioned-Mair Richards requested that their votes for recommendation be recorded. Councillors Alexi Dimond and Maroof Raouf requested that their votes against the recommendation be recorded.

9.5 Councillors Alexi Dimond and Maroof Raouf requested that their support for the officer recommendation (an increase of CPI+22.26%) be recorded.

9.4.1 **RESOLVED:** That the Waste and Street Scene Policy Committee approves an increase to the service charge currently charged to market traders of CPI+8% (an increase of 14.8%).

(NOTE: The result of the vote on the resolution was FOR – 7 Members; AGAINST – 2 Members; ABSTENTIONS – 0 Members.)

9.4.2 **RESOLVED UNANIMOUSLY:** That the Waste and Street Scene Policy Committee agrees a period of 12 weeks from the decision being taken to the implementation of the new service charge.

9.4.3 **RESOLVED UNANIMOUSLY:** That the Waste and Street Scene Policy Committee agrees that a review should take place annually for officers to make proposals to the Committee for moving towards full cost recovery or if necessary, proposals will be brought to reduce the service charge.

9.5 **Reasons for Decision**

9.5.1 The option outlined in scenario 5 (CPI+8%) provides a reasonable increase to the service charge that enables the Council to move towards full cost recovery whilst allowing time to assess the impact of the increase on traders, given that the service charge has not been increased in a number of years.

9.5.2 The overall outcome should be a more sustainable market, maintaining its quality and service levels, and a high occupancy rate to continue the vibrant feel to the markets post pandemic.

9.6 **Alternatives Considered and Rejected**

9.6.1 The option to do nothing (scenario 1) has been rejected by officers due to the unsustainable nature of the increasing subsidy required on operational costs.

9.6.2 The option to move straight to full cost recovery (scenario 9) will be too much of an impact on the tenants. It's likely to create significant cost pressures that are too

large to pass straight on to customers and may increase the markets vacancy rate, which will negatively financially impact the budgets for service charges and rents. Overall, it could undermine the financial position rather than improve it.

- 9.6.3 Other models of recharging the service charge such as a service charge only tenancy agreement are options that require further work that has not been possible to complete in time to consider for this paper.

10. WASTE AND STREET SCENE BUDGET 2024/2025

- 10.1 The Director of Street Scene and Regulation and the Head of Service: Finance and Commercial Business Partnering presented a report that set out the new financial pressures facing the Waste and Street Scene Committee in 2024/25, including fees, grant and other income available to the council to offset these pressures and proposals for how pressures may be addressed. Members were informed that, since the publication of the agenda, the funding gap for Waste and Street Scene in 2024/25 had been bridged.

- 10.2 During consideration of this item of business, and in order for Members of the Committee to ask questions on Appendices 1 and 2 of the report, it was **RESOLVED**: That the public and press be excluded from the meeting and the webcast be paused before further discussion takes place on the grounds that, in view of the nature of the business to be transacted, if those persons were present, 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.

- 10.3 The meeting was re-opened to the public and press, and the webcast was recommenced, prior to the decision being taken by the Committee.

- 10.4 **RESOLVED UNANIMOUSLY**: That the Waste and Street Scene Policy Committee:-

1. notes the new financial pressures facing Waste and Street Scene for 24/25 and the new income available to help mitigate them; and
2. notes that the proposals/mitigations will be presented to the Strategy and Resources Committee as part of the Council's budget for 2024/25.

10.5 Reasons for Decision

- 10.5.1 Members are asked to note the unsustainable financial position highlighted by the medium-term financial analysis presented to Strategy and Resources Committee in September 2023. This report and its recommendations, sets out the scale of the challenge ahead, the limited resources available and some of the difficult decisions that will need to be taken.

10.6 Alternatives Considered and Rejected

- 10.6.1 The Council is required to both set a balance budget and to ensure that in-year income and expenditure are balanced. The options presented in this paper, if

accepted, will negate the need to make any staff or resource cuts to the respective services and therefore, should allow the continuation of good quality customer services.

11. FOOD WASTE COLLECTION SERVICE TRANSITIONAL ARRANGEMENT

11.1 The Waste Strategy Officer submitted a report that detailed the requirement to introduce separate, weekly food waste recycling collections to Sheffield households, as required by the Environment Act 2021. The report set out three options available to the Council to meet its statutory obligations for food collection services.

11.2 It was moved by Councillor Joe Otten, and seconded by Councillor Tim Huggan, that Option 1 (No application for a Transitional Agreement) be approved. On being put to the vote, the motion was lost. Councillors Sue Alston, Tim Huggan and Joe Otten requested that their votes for the motion be recorded.

11.2 It was then moved by Councillor Alexi Dimond, and seconded by Councillor Mark Jones, that Option 3 (Application for a Transitional Arrangement to defer the introduction of separate food waste collections until the end of the Integrated Waste Management contract with Veolia in 2038), as detailed in the officer recommendations, be approved with the inclusion of the wording “and to explore how the council can encourage citizens to consider options for voluntary home and community composting and recycling, working with partners.” On being put to the vote, the motion was carried.

11.3 **RESOLVED:** That the Waste and Street Scene Policy Committee approves Option 3, as set out in paras 1.29 to 1.32 of this report, which proposes an application for a Transitional Arrangement to defer the requirement to introduce separate, weekly food waste collections until the end of the Veolia Integrated Waste Management contract in 2038, subject to Government Ministerial approval of the application for a Transitional Arrangement, and to explore how the council can encourage citizens to consider options for voluntary home and community composting and recycling, working with partners.

(NOTE: The result of the vote on the resolution was FOR – 5 Members; AGAINST – 3 Members; ABSTENTIONS – 1 Member.)

11.4 Reasons for Decision

11.4.1 The proposed Option 3 will see the Council submit an application to DEFRA for a Transitional Arrangement until the end of the Veolia Integrated Waste Management contract in 2038.

11.4.2 The proposed option will provide the following benefits to the Council for the duration of the Transitional Arrangement:

- Protect the Council from costs for any negative commercial impacts the diversion of the food waste has on the Energy Recovery Facility for the duration of the integrated waste management contract.

- Protect the Council from the ongoing budgetary pressure associated with the high risk that the New Burdens Funding will not cover all of the revenue or capital costs associated with the service.
- Provide maximum flexibility for the Council. Government have confirmed they will be in contact with local authorities in receipt of a Transitional Arrangement on an annual basis to determine whether the implementation date of separate food waste collections can be brought forwards. The Council will be able to review when to introduce a food waste service on an annual basis, and this decision process will be informed by the amount of New Burdens funding available from Government to provide an informed position of any budgetary pressures associated with the provision of the service.
- Recognises only marginal carbon savings associated with the provision of a food waste collection service when compared to disposal via energy recovery, and provides the opportunity to use the £3m included in the Medium Term Financial Analysis from 2025/26 for the food waste service, for the delivery of alternative climate change projects that could deliver additional carbon savings. Please note, the £3m included in the Medium Term Financial Analysis is currently an unfunded corporate pressure.

11.5 Alternatives Considered and Rejected

11.5.1 Option 1 would forgo the opportunity to apply for a Transitional Arrangement, and the Council would be mandated to proceed with the implementation of a weekly food waste collection service by 31 March 2026.

11.5.2 This option has been discounted for the following reasons:

- The lack of clarity from Government as to the amount of New Burdens funding to be made available. There is a high risk that the New Burdens funding provided would not cover all of the revenue or capital costs associated with the service, and this may exceed the £3m included in the Council's Medium Term Financial Analysis from 2025/26.
- Confirmation from Government that New Burdens funding will not be provided to cover any costs incurred under existing residual energy from waste collection contracts for the impact the introduction of separate food waste collection.
- Marginal carbon savings (78 tonnes CO₂ equivalent per year) that would be achieved following the introduction of weekly food waste collections, when compared to the current disposal route via energy recovery.
- The opportunity to use the £3m included in the Medium Term Financial Analysis from 2025/26 for the food waste service, to be used for the delivery of alternative climate change projects that could deliver additional carbon savings. (See Appendix 2 for more information).

11.5.3 Option 2 would see the Council apply for a Transitional Arrangement, which, subject to Ministerial approval, would defer the requirement to provide separate, weekly food waste collections in Sheffield for 5 years until 31 March 31.

11.5.4 This option has been discounted for the following reasons:

- the shorter duration of the Transitional Arrangement associated with option 2 (up to 5 years) when compared to option 3 (up to 12 years) means the Council would be mandated to introduce weekly food waste collections in 2031 regardless of the Council's budgetary position at that time.
- Option 2 will provide less flexibility than Option 3 and will deny the Council maximum opportunity to take an informed decision as to when to introduce the food waste collection service.

(NOTE: During the discussion of the above item, the Committee agreed, in accordance with Council Procedure rules, that, as the meeting was approaching the 2 hours and 30 minutes time limit, the meeting should be extended by a period of 30 minutes.)

12. REVIEW OF ANNUAL REPORT PARKING SERVICES 2022/23

12.1 The Parking Services Manager presented a report that sought approval for the publication of Parking Services Annual Report 2022/23.

12.2 **RESOLVED UNANIMOUSLY:** That the Waste and Street Scene Policy Committee notes the contents of the Parking Services Annual Report 22/23 and endorses the report for publication.

12.3 Reasons for Decision

12.3.1 That the Committee notes the contents of the annual report and endorses the report for publication

Publication of Parking Services Annual Report

- The public to understand why parking management is needed in the community
- The public to have an overview of Parking Services approach to change, changes to take place, benefits of change and commitment to stake holder consultation and engagement
- The public to gain knowledge on why enforcement is needed, and steps taken to promote compliance and an opportunity to dispel myths
- Clear presentation of financial information to help convey transparency

12.4 Alternatives Considered and Rejected

12.4.1 There are no other options to consider.



Report to Waste and Street Scene Policy Committee

20th December 2023

Report of: Director of Policy and Democratic Engagement

Subject: Committee Work Programme

Author of Report: Rachel Appleyard, Principal Democratic Services Officer

Summary:

The Committee's Work Programme is attached at Appendix 1 for the Committee's consideration and discussion. This aims to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee.

Any changes since the Committee's last meeting, including any new items, have been made in consultation with the Chair, and the document is always considered at the regular pre-meetings to which all Group Spokespersons are invited.

The following potential sources of new items are included in this report, where applicable:

- Questions and petitions from the public, including those referred from Council
- References from Council or other committees (statements formally sent for this committee's attention)
- A list of issues, each with a short summary, which have been identified by the Committee or officers as potential items but which have not yet been scheduled (See Appendix 1)

The Work Programme will remain a live document and will be brought to each Committee meeting.

Recommendations:

1. That the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;

2. That consideration be given to the further additions or adjustments to the work programme presented at Part 2 of Appendix 1;
3. That Members give consideration to any further issues to be explored by officers for inclusion in Part 2 of Appendix 1 of the next work programme report, for potential addition to the work programme.

Background Papers: None

Category of Report: Open

COMMITTEE WORK PROGRAMME

1.0 Prioritisation

1.1 For practical reasons this committee has a limited amount of time each year in which to conduct its formal business. The Committee will need to prioritise firmly in order that formal meetings are used primarily for business requiring formal decisions, or which for other reasons it is felt must be conducted in a formal setting.

1.2 In order to ensure that prioritisation is effectively done, on the basis of evidence and informed advice, Members should usually avoid adding items to the work programme which do not already appear:

- In the draft work programme in Appendix 3 due to the discretion of the chair; or
- within the body of this report accompanied by a suitable amount of information.

2.0 References from Council or other Committees

2.1 Any references sent to this Committee by Council, including any public questions, petitions and motions, or other committees since the last meeting are listed here, with commentary and a proposed course of action, as appropriate:

Issue	Request to review Private Hire Operator and Vehicle Policy
Referred from	Licensing Committee, 7 November 2023
<i>Details</i>	“That the Waste and Street Scene Policy Committee be recommended to review the policy in relation to displaying door signage in light of applications being made to be exempted from this policy.”
<i>Commentary/ Action Proposed</i>	Report scheduled for Committee in Summer 2024 evaluating how effective the revised signage requirements have been since the introduction in November 2022.

3.0 Member engagement, learning and policy development outside of Committee

3.1 Subject to the capacity and availability of councillors and officers, there are a range of ways in which Members can explore subjects, monitor information and develop their ideas about forthcoming decisions outside of formal meetings. Appendix 2 is an example 'menu' of some of the ways this could be done. It is entirely appropriate that member development, exploration and policy development should in many cases take place in a private setting, to allow members to learn and formulate a position in a neutral space before bringing the issue into the public domain at a formal meeting.

3.2 Training & Skills Development - Induction programme for this committee.

Title	Description & Format	Date
Waste and Highways PFI	Teams presentation to all new members of the committee on the Waste and Highways PFI contracts	Completed
Street Scene & Regulation	Teams presentation on the services within SS&R and the lead officers	Completed
Visit to the Energy Recycling Facility	To see the ERF plant in action and gain a wider understanding of how waste is dealt with and used to provide electricity and heat	Completed
Parking Services	Walk round with a particular focus on one aspect e.g. street parking, match day parking.	Part completed
CCTV	Night-time visit to the CCTV control room.	Completed
Sheffield Street Tree Partnership	These sessions are being run specifically for elected members and will offer the opportunity to find out more about Sheffield Street Tree Partnership; who they are and their work to deliver the vision of a network of street trees that Sheffield can be proud of *book via Eventbrite (Email gone out to all Cllrs)	Completed
Page Hall Waste Trials	Committee visit to see the work being done and lessons learned.	Completed
Sheffield Food Partnership	Committee to meet with the partnership to learn about what they do and explore ways to work together.	TBC

Appendix 1 – Work Programme

Part 1: Proposed additions and amendments to the work programme since the last meeting:

New Items	Proposed Date	Note
Parking Fees and Charges	TBC	A review of fees and charges for parking including zoning.
Amended Items	Proposed Date	Note
Market Strategy	March 2024	Combined with existing item on Markets development options for indoor and outdoor markets.
Review of Market Energy Charges	February 2024	Moved to allow 6 months data to be available to report on.

Part 2: List of other potential items not yet included in the work programme

Issues that have recently been identified by the Committee, its Chair or officers as potential items but have not yet been added to the proposed work programme. If a Councillor raises an idea in a meeting and the committee agrees under recommendation 3 that this should be explored, it will appear either in the work programme or in this section of the report at the committee's next meeting, at the discretion of the Chair.

Topic	
Description	
Lead Officer/s	
Item suggested by	
Type of item	
Prior member engagement/ development required <i>(with reference to options in Appendix 2)</i>	
Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 3)</i>	

Lead Officer Commentary/Proposed Action(s)	
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Part 3: Agenda Items for Forthcoming Meetings

Meeting 4 23/24	20 December 2023	10am				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Work Programme</i> • <i>Any other committee-specific standing items eg finance or service monitoring</i> 					
Connected by Water, assets and infrastructure and sewer management	Update from Yorkshire Water on their business plan. This will be for information-sharing and informal feedback to Yorkshire Water.	Tim Myatt (External) Facilitated by Richard Eyre	Post-Decision	Consultation	Awaiting details	This Cttee
2023/24 Quarter 2 Budget Monitoring		Jane Wilby / Philip Gregory	Decision			This Cttee

Moor Markets Service Charge Review	Awaiting details	Liam Pond / Ben Brailsford	Decision	Awaiting details	Awaiting details	This Cttee
Response to the Street Tree Inquiry	Follow up on recommendations within W&SS remit from the Lowcock Report and look at strengthening the remit of the street tree partnership and implement relevant actions	Richard Eyre	Post-decision			This Cttee

Meeting 5 23/24	14 February 2024	10am				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • Decision • Referral to decision-maker • Pre-decision (policy development) • Post-decision (service performance/ monitoring) 	(re: decisions) Prior member engagement/ development required (with reference to options in Appendix 1)	(re: decisions) Public Participation/ Engagement approach (with reference to toolkit in Appendix 2)	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Standing items	<ul style="list-style-type: none"> • Public Questions/ Petitions • Work Programme • Any other committee-specific standing items eg finance or service monitoring 					
Sexual Entertainment Venues	Report on developing a policy on Sexual Entertainment Venues	TBC	Decision			This Cttee

Review of the Graffiti and Fly tipping Project	Report to provide a review of the project and identify the impact of the work	Ian Ashmore	Post-Decision			This Cttee
Future Waste Collection Service Options for Consultation	The council will be introducing new weekly food waste collections and collecting more types of plastic for recycling to meet our new legal obligations of the Environment Act 1990. The report set out options for future waste collection services, compares different collection services (box collection versus bins) and our consultation strategy.	Neil Townrow	Strategy/ policy development, feedback from the consultation will inform future decision.	Written briefing for the committee and/or all members.	Public consultation to include citywide online consultation via Have Your Say Sheffield, engagement through LACs, targeted discussions with Access Liaison Group, Universities and VCF partners.	This Cttee
Amey (Streets Ahead) Contract Performance	Report of ongoing performance. Requested in Septembers WSS Committee.	Davina Millership	Post-Decision	Ongoing engagement via Knowledge Briefings		This Cttee
Use of Glyphosate via the Streets Ahead Contract	Report setting out options for phasing out Glyphosate on the highway network including fully costed options. Requested from September's Committee.	Davina Millership	Pre-Decision	Ongoing engagement via Knowledge Briefings		This Cttee
MOVED: Review of Market Energy Charges	6-month review following decision by Committee in March 2023	Liam Pond / Ben Brailsford	Decision	Report to Waste and Street Scene Policy Committee on 22 March 2023.		This Cttee

Meeting 6 23/24	13 March 2024	10am				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • Decision • Referral to decision-maker • Pre-decision (policy development) • Post-decision (service performance/ monitoring) 	(re: decisions) Prior member engagement/ development required (with reference to options in Appendix 1)	(re: decisions) Public Participation/ Engagement approach (with reference to toolkit in Appendix 2)	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Standing items	<ul style="list-style-type: none"> • Public Questions/ Petitions • Work Programme • Any other committee-specific standing items eg finance or service monitoring 					
2023/24 Quarter 3 Budget Monitoring		Jane Wilby / Philip Gregory	Decision			This Cttee
Review of General Licensing Fees and Charges	Review of Licensing Fees and Charges	Ian Ashmore	Decision	Written briefing for the committee or all members	Public consultation on vehicle and operator fees	This Cttee
Review of Taxi Licensing Fees and Charges	Review of Licensing Fees and Charges	Ben Brailsford	Decision	Written briefing for the committee or all members	The report will be informed by consultation with taxi trade bodies and the Taxi Trade Forum, as well as online consultation promoted via Gov.Delivery	This Cttee

MOVED: Market Strategy	Review of current Market Strategy, discussion on Markets development options for indoor and outdoor and proposals to address outdoor market reduced trading days and future options for indoor market improvements	Ben Brailsford / Liam Pond	Decision			This Cttee
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Items which the committee have agreed to hold a committee briefing on or add to an agenda, but for which no date is yet set.						
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/monitoring) 	(re: decisions) Prior member engagement/development required <i>(with reference to options in Appendix 1)</i>	(re: decisions) Public Participation/Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer
Surface water flooding and climate mitigation	Requested by Committee in February 2023. Briefing on surface water flooding remediation with particular regard to the road network. Consider cross-over with climate mitigations. Other cttee's projects have a knock on impact on the flood strategy which is in W&SS remit.		Briefing		Crossover with TRC Policy Committee	This Cttee

Pest Control	Review of approach to concessions for pest control and keeping private land free of infestations.	Ian Ashmore / Craig Bebbington	Referral to decision-maker	Yes – will need to share current demand and cost data and explore the pros and cons of changing the current approach. Will bring some outline discussion documents re. the issues to future briefings.	May need some engagement with LACS. Primarily focussed on how we tackle land we do not own and its not a statutory issue re concessions.	
Public engagement session	Requested by Committee in June 2023.Format and topic(s) to be confirmed.	Richard Eyre	Pre-decision		Public to be invited to make statements to the committee on a specific area(s) of the committee work programme.	This Cttee
Review of Hostile Vehicle Mitigation (HVM) measures	Progress on HVM measures, update on temporary proposals and approach to Carver Street.		Decision	Consult with TRC Policy Cttee members due to impact on road network.		This Cttee
Safety at Sports Grounds Policy	Requested by Committee	Ben Brailsford / Steve Lonnia	Decision	Written briefing for the committee or all members Consultation with Sheffield Sport Ground operators	Consultation with Sheffield Sport Ground operators	This Cttee
Review of District Energy Network and	Progress update on how the plans for district heating are progressing, particularly in	Neil Townrow	Post-decision			This Cttee

future opportunities	relation to connecting SCC assets.					
Reducing the use of Single Use Plastic	To prepare a report for the Committee to consider how to reduce the use of Single Use Plastic. Item suggested following public question to the Committee on 27.09.23.		Pre-decision			This Cttee

Appendix 2 – Menu of options for member engagement, learning and development prior to formal Committee consideration

Members should give early consideration to the degree of pre-work needed before an item appears on a formal agenda.

All agenda items will anyway be supported by the following:

- Discussion well in advance as part of the work programme item at Pre-agenda meetings. These take place in advance of each formal meeting, before the agenda is published and they consider the full work programme, not just the immediate forthcoming meeting. They include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers
- Discussion and, where required, briefing by officers at pre-committee meetings in advance of each formal meeting, after the agenda is published. These include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers.
- Work Programming items on each formal agenda, as part of an annual and ongoing work programming exercise
- Full officer report on a public agenda, with time for a public discussion in committee
- Officer meetings with Chair & VC as representatives of the committee, to consider addition to the draft work programme, and later to inform the overall development of the issue and report, for the committee's consideration.

The following are examples of some of the optional ways in which the committee may wish to ensure that they are sufficiently engaged and informed prior to taking a public decision on a matter. In all cases the presumption is that these will take place in private, however some meetings could happen in public or eg be reported to the public committee at a later date.

These options are presented in approximately ascending order of the amount of resources needed to deliver them. Members must prioritise carefully, in consultation with officers, which items require what degree of involvement and information in advance of committee meetings, in order that this can be delivered within the officer capacity available.

The majority of items cannot be subject to the more involved options on this list, for reasons of officer capacity.

- Written briefing for the committee or all members (email)
- All-member newsletter (email)
- Requests for information from specific outside bodies etc.
- All-committee briefings (private or, in exceptional cases, in-committee)
- All-member briefing (virtual meeting)
- Facilitated policy development workshop (potential to invite external experts / public, see appendix 2)
- Site visits (including to services of the council)
- Task and Finish group (one at a time, one per cttee)

Furthermore, a range of public participation and engagement options are available to inform Councillors, see appendix 3 **Page 32**

Appendix 3 – Public engagement and participation toolkit

Public Engagement Toolkit

On 23 March 2022 Full Council agreed the following:

A toolkit to be developed for each committee to use when considering its ‘menu of options’ for ensuring the voice of the public has been central to their policy development work. Building on the developing advice from communities and Involve, committees should make sure they have a clear purpose for engagement; actively support diverse communities to engage; match methods to the audience and use a range of methods; build on what’s worked and existing intelligence (SCC and elsewhere); and be very clear to participants on the impact that engagement will have.

The list below builds on the experiences of Scrutiny Committees and latterly the Transitional Committees and will continue to develop. The toolkit includes (but is not be limited to):

- a. Public calls for evidence
- b. Issue-focused workshops with attendees from multiple backgrounds (sometimes known as ‘hackathons’) led by committees
- c. Creative use of online engagement channels
- d. Working with VCF networks (eg including the Sheffield Equality Partnership) to seek views of communities
- e. Co-design events on specific challenges or to support policy development
- f. Citizens assembly style activities
- g. Stakeholder reference groups (standing or one-off)
- h. Committee / small group visits to services
- i. Formal and informal discussion groups
- j. Facilitated communities of interest around each committee (eg a mailing list of self-identified stakeholders and interested parties with regular information about forthcoming decisions and requests for contributions or volunteers for temporary co-option)
- k. Facility for medium-term or issue-by-issue co-option from outside the Council onto Committees or Task and Finish Groups. Co-optees of this sort at Policy Committees would be non-voting.

This public engagement toolkit is intended to be a quick ‘how-to’ guide for Members and officers to use when undertaking participatory activity through committees.

It will provide an overview of the options available, including the above list, and cover:

- How to focus on purpose and who we are trying to reach
- When to use and when not to use different methods
- How to plan well and be clear to citizens what impact their voice will have
- How to manage costs, timescales, scale.

There is an expectation that Members and Officers will be giving strong consideration to the public participation and engagement options for each item on a committee’s work programme, with reference to the above list a-k.

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Report to Policy Committee

Author/Lead Officer of Report: Philip Gregory,
Director of Finance and Commercial Services

Tel: +44 114 474 1438

Report of: *Philip Gregory, Director of Finance & Commercial Services*

Report to: *Waste & Street Scene Committee*

Date of Decision: *20th December 2023*

Subject: *2023-24 Q2 Budget Monitoring Report*

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, what EIA reference number has it been given? <i>(Insert reference number)</i>				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:-				
<i>"The (report/appendix) is not for publication because it contains exempt information under Paragraph (insert relevant paragraph number) of Schedule 12A of the Local Government Act 1972 (as amended)."</i>				

Purpose of Report:

This report brings the Committee up to date with the Council's General Fund Revenue outturn position for 2023/24 as at Quarter 2

Recommendations:

The Committee is recommended to:

Note the updated information and management actions on the 2023/24 Revenue Budget Outturn as described in this report.

Background Papers:
[2023/24 Revenue Budget](#)

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Philip Gregory, <i>Director of Finance and Commercial Services</i>
		Legal: Sarah Bennett, <i>Assistant Director, Legal and Governance</i>
		Equalities & Consultation: Adele Robinson, <i>Equalities and Engagement Manager, Policy, and Performance.</i>
		Climate: n/a
<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>		
2	SLB member who approved submission:	<i>Philip Gregory, Director of Finance and Commercial Services</i>
3	Committee Chair consulted:	<i>Cllr Zahira Naz, Chair of the Finance Committee</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Philip Gregory</i> <i>Jane Wilby</i>	Job Title: <i>Director of Finance and Commercial Services</i> <i>Head of Accounting</i>
	Date: 30 th November 2023	

1. PROPOSAL

1.1. This report provides an update on the current outturn position for Sheffield City Council's revenue budget for 2023/24.

2023-24 Q2 Financial Position by Directorate

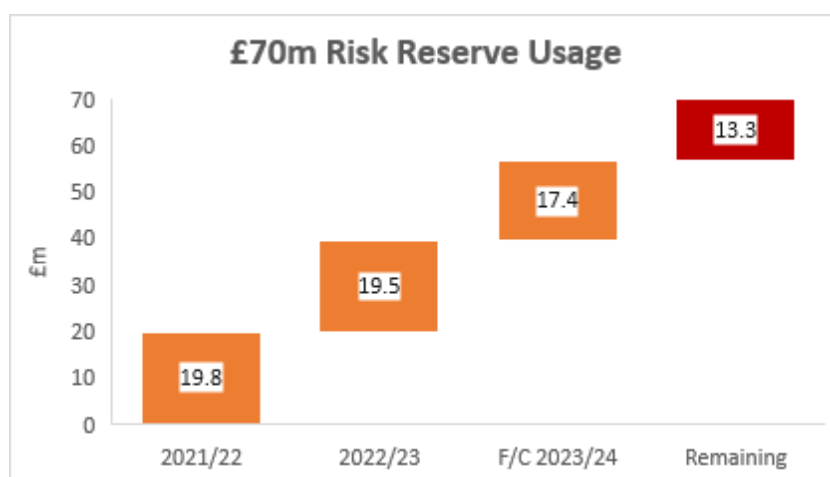
1.2. At the end of the second quarter of 2023-24, the Council's revenue budget shows a forecast overspend of £17.4m. This was a movement of £200k from the previous quarter's outturn position.

Full Year £m	Q2 Outturn	Q2 Budget	Q2 Variance	Q1 Variance	Move- ment
Neighbourhood Services	149.2	145.9	3.3	3.2	0.1
Adults	146.8	143.4	3.4	3.5	(0.1)
Children's	138.9	130.1	8.8	8.7	0.0
City Futures	49.1	48.2	1.0	0.6	0.3
Public Health & Integrated Commissioning	14.2	12.4	1.8	(0.2)	2.0
Strategic Support	14.1	9.7	4.4	4.7	(0.3)
Corporate	(494.9)	(489.7)	(5.2)	(3.0)	(2.2)
Total	17.4	(0.0)	17.4	17.6	(0.2)

1.3. This overspend is due to a combination of factors. Agreed Budget Implementation Plans ("BIPs") are not forecast to fully deliver within the year. There are underlying cost and demand pressures faced by services that are partially offset by one-off items. These "one-offs" consist of grant income, draws from specific reserves or provisions and income from central government or external sources.

Full Year Variance £m	One-off	BIPs	Trend	Total Variance
Neighbourhood Services	(4.0)	2.5	4.8	3.3
Adults	(9.9)	2.7	10.7	3.4
Children's	(3.9)	4.0	8.8	8.8
City Futures	0.5	0.4	0.0	1.0
Public Health & Integrated Commissioning	0.0	0.0	1.8	1.8
Strategic Support	(0.2)	0.0	4.6	4.4
Corporate	0.0	0.0	(5.2)	(5.2)
Total	(17.5)	9.6	25.4	17.4

1.4. In 2021/22, the Council set aside £70m of reserves to manage the financial risks associated with delivering a balanced budget position. Overspends against budgets in 2021/22 and 2022/23 have meant we have drawn almost £40m from this reserve already leaving just over £30m to manage any future budget deficits. If we overspent by £17.4m as this current forecast outturn position suggests, just £13m would be left to mitigate future budget pressures.



1.5. 2023-24 Q2 Financial Position by Committee

1.5.1. The major budget risk areas are in Childrens & Adults Social Care and in Homelessness services:

Full Year £m	Q2 Outturn	Budget	Q2 Variance	Q1 Variance	Move- ment
Adult Health & Social Care	155.4	152.3	3.1	3.2	(0.1)
Communities Parks and Leisure	47.4	46.6	0.8	0.3	0.5
Economic Development & Skills	10.9	10.9	(0.0)	0.1	(0.1)
Education, Children & Families	142.9	132.1	10.9	8.9	2.0
Housing	11.2	8.1	3.2	3.2	(0.0)
Strategy & Resources	(459.4)	(460.0)	0.6	3.1	(2.5)
Transport, Regeneration & Climate	43.1	43.1	(0.0)	(0.4)	0.4
Waste & Street Scene	65.8	66.9	(1.1)	(0.8)	(0.3)
Total	17.4	(0.0)	17.4	17.6	(0.2)

1.5.2. In 22/23, the Council's overspend improved by over £14m from the first quarter's forecasts to final outturn. This was mainly due to additional income received rather than underlying improvements in budgets and cost reductions. A big contributor to this was the Government's £500m discharge fund announced in November 2022.

Many underlying budget issues in social care services still remain and this is reflected in the current forecast position. Following the chancellor's Autumn Statement, our expectation is that no further funding will be available for local government. Services must continue to work hard to deliver within the budgets available and work pro-actively to deliver on the savings we have committed to.

1.5.3. Most of the overspend is due to underlying cost and demand pressures in services. We estimate that £26m is embedded in the baseline costs but is somewhat mitigated by one-off income, this includes the in-year social care grant:

Full Year Variance £m	One- off	BIPs	Trend	Total Variance
Adult Health & Social Care	(9.9)	2.7	10.3	3.1
Communities Parks & Leisure	0.0	0.2	0.6	0.8
Economic Dev & Skills	0.0	0.0	(0.0)	(0.0)
Education, Children & Families	(3.9)	4.0	10.9	10.9
Housing	(1.7)	0.2	4.7	3.2
Strategy & Resources	(2.0)	2.2	0.4	0.6

Transport, Regen & Climate	0.0	0.1	(0.2)	(0.0)
Waste & Street Scene	(0.5)	0.3	(0.9)	(1.1)
Total	(18.0)	9.6	25.9	17.4

1.5.4. Balancing the General Fund 2023/24 budget was only possible because the Council identified £47.7m of savings:

General Fund Budget Implementation Plans (in £m)

Committee	Total Savings	Financial Savings Deliverable in Year	In Year Gap	Financial Savings Deliverable Next Year (Slippage)	Undeliverable Savings
Adult Health & Social Care	31.6	28.9	2.7	3.3	0.6
Comm, Parks & Leisure	2.0	1.9	0.2		0.2
Economic Dev & Skills	0.5	0.5	0.0		0.0
Ed, Children & Families	6.9	2.9	4.0	0.3	3.6
Housing	0.6	0.5	0.2		0.2
Strategy & Resources	4.1	1.9	2.2	2.1	0.2
Transport, Regen & Climate	0.8	0.7	0.1		0.1
Waste & Street Scene	1.1	0.8	0.3		0.3
Grand Total	47.7	38.1	9.6	5.7	3.9
Delivery %		80%		12%	8%

The current forecasts show £9.6m savings plans are undeliverable this year. This represents an in-year delivery rate of 80% against target. A further 12% of targeted savings will be made in 24/25 leaving just 8% undeliverable.

In 22/23, less than 65% of savings targets were delivered. Whilst we are improving upon overall delivery performance, we are still falling short of targets meaning further draws could be required from our financial contingency reserve to meet these overspends if they are not proactively managed and mitigated. Delivering in year budgets must be a key focus for all services for the Council to retain financial sustainability.

1.5.5. Inflation is continuing to fall; from April 2023 CPI at 7.8% to 6.3% in September (month 6). This fall in inflation does not mean that our cost base will now reduce, higher costs are now embedded in baseline expenditure. There is an increased demand for services alongside cost pressures in social care, home to school transport and homelessness services.

1.6. Key Committee Overspends:

1.6.1. **Adult Health and Social Care are forecast to overspend by £3.1m** The high cost of packages of care put in place during covid increased our baseline costs and this carries into 23/24. A huge amount of work has been done as part of an investment plan to tackle the underlying issues. One off funding has mitigated the position this year leaving a £0.5m overspend in the purchasing budgets. Work continues on the package reviews to reduce the baseline costs for the future. Recovery work is underway including establishment of Task & Finish groups and the development of business cases around invest to saves including focus on enablement, day services, reviewing high cost 1 to 1 support and maximising income.

The main area of overspend in the service now sits in staffing budgets. Service improvements in the Short -Term Intervention Team (STIT) are underway to deliver a stable position.

-
- 1.6.2. **Education, Children and Families are forecast to overspend by £10.9m**
- The key overspends in the service relate to placements with external residential placements a particular issue which are forecast to exceed the previous year's costs by £6.6m. The average placement cost is £5,400 per week but due to a limited number of places in the city, placements for the most complex children can cost a much more. Actions are being taken to ensure that the right costs for placements are being met by all elements including education and where possible health. High-cost placements are also being reviewed.
- The savings proposal for £1.6m to increase fostering placements this year is forecast to not be delivered. Marketing is taking place, but our number of foster carers remains static. Nationally this has been an issue since the pandemic as older foster carers decided to exit the market and there has not been the like for like recruitment to new foster carers.
- Further demand in home to school transport costs are forecast to create a £3m overspend against budgets this year. Whilst not included in the month 6 position, the new school year has increased this overspend with a further 89 children now requiring transportation to school. Sheffield City Council are now supporting over 2,360 children with transportation to school, this has increased by almost 1,000 children in 4 years. An overarching review of this area will commence in 2024.
- Integrated Commissioning budgets are forecast to overspend by £2m in recognition of the unachieved saving from 2022/23 relating to leveraging additional funding from Health partners.

-
- 1.6.3. **Homelessness support in temporary and exempt accommodation is forecast to cost the Council £8.4m**
- The Government does not fully subsidise all housing benefit payments made by the Council even though it sets the rules that determine the amount the Council has to pay. In 2022/23, the Council incurred a loss of £5.9m as a result of the legislation relating to temporary homelessness and supported accommodation. The Council is essentially bridging the gap between the amount the accommodation costs to procure and the amount we are able to recover via housing benefits.
- In 2023-24, this is forecast to cost the Council £4.9m for temporary accommodation and £3.5m for supported accommodation. The shortfalls are split between the Housing General Fund and Strategy and Resources budgets respectively.

-
- 1.6.4. This current forecast in-year overspend must be urgently managed and mitigated to avoid the risk that the Council has to look to our available financial contingency reserve (£30m) to balance at year end. Maintenance of a prudent level of contingency reserves is critical to ensure stability and sustainability for 2024/25 onwards.

The Budget Implementation Group

- 1.6.5. **A working group has been set up to drive improvements in budget delivery** A senior officer working group has been established to help drive delivery of the budget. The purpose of the Budget Improvement Group (BIG) is to improve the delivery of the Council's annual Revenue Budget (both General Fund and Housing Revenue Account) and in particular the delivery of the Budget Implementation Plans (BIPs). It will look to facilitate Council wide learning. The group is jointly chaired by the Director of Finance and Commercial Services and the Chief Operating Officer. The group has a nominated core member from each Directorate: Adults, Children's, City Futures, Neighbourhoods and Strategic Support Services.
-

Transformation Funding

- 1.6.6. **The Council identified £4m to support transformation activity** As part of 2023-24 budget setting, the Council identified a £4m fund that would be used to support programmes of change in the organisation, expedite the delivery of savings plans or support where delivery of savings has become "stuck". The "BIG" group has provided advice, challenge, and recommendations for allocation of the transformation funding to the Council's Performance and Delivery Board.

In August 2023, the Performance & Delivery board approved bids to support delivery of programmes in Adult Social Care, Housing, Children's services, ICT, HR, and Organisational Strategy to build upon the Future Sheffield programme. These key projects will help stabilise the organisation and bring budgets back to a steady footing for the future. Each programme of work will be monitored, and progress reported to the Council's Performance & Delivery board to ensure activity remains on track. Overall performance will be reported to S&R committee and finance committee as part of in-year budget monitoring, with relevant policy committees overseeing progress on programmes in their areas.

Medium Term Financial Analysis (MTFA)

- 1.6.7. **The MTFA presented to S&R Committee on 7th September detailed committee budget savings targets** The Council is facing a challenging financial position. The Strategy and Resources Committee on 5th September received the Council's Medium-Term Financial analysis, highlighted the financial pressures facing the Council over the coming 4 years and the potential gap of £61.2m in resources.
- Each Committee was set a target to ensure a balanced budget for 2024/25, which requires them to find mitigations for any service pressures over above the additional resources allocated to them. The purpose of this is to allow the Council to achieve a balanced position for 2024/25 by the time the Strategy and Resources meets on 21st December 2023.
-

Timetable to 2024/25 Budget Setting

- 1.6.8.
- Services have been developing solutions to bridge the budget gap for 2024/25 and brought forward proposals recent policy committee meetings.
 - All Policy Committees will make their final decisions in December.
 - Consultation on the existing proposals and overall budget will need to take place.
 - Further budget balancing options will need to be developed.
 - The impact of the Local Government Financial Settlement to be assessed and reported.
 - On December 21st 2023, Strategy and Resources will be asked to make a recommendation on savings to date to Council.
 - On February the 21st 2024, Strategy and Resources will be asked to recommend the full Budget Report to Council
-

23-24 Q2 Committee Budget Outturn Position

1.7. Waste & Street Scene Committee is £1.1m underspent

1.7.1.	The Waste & Street scene committee is forecast to underspend by £1.1m.	Full Year £m	Outturn	Budget	Variance		
		Streetscene & Regulation (City Centre Management; Director Of Street Scene; Environmental Regulations; Highway Maintenance; Highways Contract; Licensing; City Markets; Waste Management; Emergency Planning; Parking Services)	65.8	66.9	(1.1)		
		Total	65.8	66.9	(1.1)		
1.7.2.	Whilst the committee is forecast to underspend this year, £300k of savings plans are set to fall short of target	Full Year Variance £m	One-off	BIPs	Trend	Total Variance	
		Streetscene & Regulation (City Centre Management; Director Of Street Scene; Environmental Regulations; Highway Maintenance; Highways Contract; Licensing; City Markets; Waste Management; Emergency Planning; Parking Services)	(0.5)	0.3	(0.9)	(1.1)	
		Total	(0.5)	0.3	(0.9)	(1.1)	
1.7.3.	Budget Savings £m*rounded to nearest £100k						
	Financial RAG	Description	Total Savings	Savings Deliverable in Year	In Year Gap	Savings Deliverable Next Year	Undeliverable Savings
	Red	Further dimming of lighting & reduction to carbon emissions	0.1		0.1		0.1
	Red Total		0.1		0.1		0.1
	Amber	Challenge planning conditions for longer parking tariff periods	0.1		0.1		0.1
		Reduction in nighttime running hours of City Centre fountains	0.1	0.1	0.1		0.1
	Amber Total		0.2	0.1	0.1		0.1
	Green	5% cuts to supplies & services budgets	0.1	0.1	0.0		0.0
		50% cut to training budgets	0.0	0.0	0.0		0.0
		Create new car park at West Lane	0.1	0.1	0.0		0.0
		Freeze the annual contribution to the lifecycle costs sinking fund	0.3	0.3	0.0		0.0
		Removal of underspent budget	0.1	0.1	0.0		0.0
		Removal of vacant posts to create improved structure and service delivery	0.2	0.2	0.0		0.0
	Green Total		0.8	0.8	0.3	0.0	0.3
	TOTAL		1.1	0.8	0.3		0.3

- 1.7.4. A breakdown of budgets included in the W&SS committee is provided below for further detail on the split between income and expenditure budgets:

Service Area	Budget	Outturn - Income	Outturn - Expend	Total Outturn	Variance
WASTE MANAGEMENT	31.0	(6.2)	37.1	30.9	(0.1)
HIGHWAYS CONTRACT	29.0	(47.9)	76.9	29.0	0.0
ENVIRONMENTAL REGULATIONS	4.8	(1.7)	6.9	5.1	0.4
HIGHWAY MAINTENANCE DIVISION	2.2	(1.2)	3.4	2.2	(0.0)
CITY CENTRE MANAGEMENT	1.9	(1.4)	3.6	2.2	0.4
STREETSCENE AND REGS	1.3	0.0	0.7	0.7	(0.6)
SHEFFIELD CITY MARKETS	1.3	(1.7)	3.3	1.6	0.3
EMERGENCY PLANNING	0.3	(0.1)	0.4	0.3	0.0
LICENSING	0.2	(1.5)	1.8	0.3	0.1
PLACE HUB	0.0	0.0	0.0	0.0	0.0
COST OF LIVING HUB	0.0	(11.3)	11.3	(0.0)	(0.0)
PARKING SERVICES	(5.1)	(12.7)	6.0	(6.7)	(1.6)
Grand Total	66.9	(85.8)	151.6	65.8	(1.1)

The above breakdown provides good context for the high value expenditure budgets of the committee. A £1.1m underspend represents just 1.6% deviation from net budget and less than 1% of expenditure budgets.

- 1.7.5. **Contract inflation over the past two years has driven up base budgets** Whilst inflation is beginning to fall, contract inflation pressures driven by RPIX are now embedded in our cost base. Contract inflation was applied for 2022/23 at 8%, for 2023/24 at 12.6% and medium-term planning assumptions have allowed for 7% for 2024/25 costs, 4% for 2025/26 and 3% thereafter in line with current market expectations.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The recommendations in this report are that the Policy Committee notes their 2023/24 budget forecast position and takes action on overspends.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 There has been no consultation on this report, however, it is anticipated that the budget process itself will involve significant consultation as the Policy Committees develop their budget proposals

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

- 4.1.1 There are no direct equality implications arising from this report. It is expected that individual Committees will use equality impact analyses as a basis for the development of their budget proposals in due course.

4.2 Financial and Commercial Implications

- 4.2.1 The primary purpose of this report is to provide Members with information on the City Council's revenue budget monitoring position for 2023/24.

4.3 Legal Implications

- 4.3.1 Under section 25 of the Local Government Act 2003, the Chief Finance Officer of an authority is required to report on the following matters:

- the robustness of the estimates made for the purposes of determining its budget requirement for the forthcoming year; and
- the adequacy of the proposed financial reserves.

- 4.3.2 There is also a requirement for the authority to have regard to the report of the Chief Finance Officer when making decisions on its budget requirement and level of financial reserves.

- 4.3.3 By the law, the Council must set and deliver a balanced budget, which is a financial plan based on sound assumptions which shows how income will equal spend over the short- and medium-term. This can take into account deliverable cost savings and/or local income growth strategies as well as useable reserves. However, a budget will not be balanced where it reduces reserves to unacceptably low levels and regard must be had to any report of the Chief Finance Officer on the required level of reserves under section 25 of the Local Government Act 2003, which sets obligations of adequacy on controlled reserves.

4.4 Climate Implications

- 4.4.1 There are no direct climate implications arising from this report. It is expected that individual Committees will consider climate implications as they develop their budget proposals in due course.

- 4.4 Other Implications
- 4.4.1 No direct implication

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 The Council is required to both set a balance budget and to ensure that in-year income and expenditure are balanced. No other alternatives were considered.

6. REASONS FOR RECOMMENDATIONS

- 6.1 To record formally changes to the Revenue Budget.



Report to Policy Committee

Author/Lead Officer of Report:

Liam Pond (Interim Operations Manager City Centre Maintenance & Sheffield Markets)

Tel: 07732208846

Report of: *Richard Eyre: Director Street Scene & Regulations*

Report to: *Waste & Street Scene Policy Committee*

Date of Decision: *20th December 2023*

Subject: Review of the Moor Market Service Charge

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? 2144				
Has appropriate consultation taken place?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Purpose of Report:

To set out a proposal to review the service charge recharged to traders at the Moor Market and the reasons why officers consider this needs to be implemented.

Recommendations:

The Waste & Street Scene Committee is recommended to:

- Approve an increase to the service charge adopting scenario 8 which would increase the current Service charge to the midpoint between current charge and full cost recovery (based on 100% occupancy).
- If committee approves the recommended increase or any variation on this agree a period of 12 weeks from the decision being taken to the implementation of the new service charge.
- Agree further service charge reviews should take place annually for officers to make proposals to the Committee for moving towards full cost recovery or if necessary, proposals will be brought to maintain the service charge at that rate at the time of the report or reduce the service charge.

Background Papers:

(Insert details of any background papers used in the compilation of the report.)

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Adrian Hart
		Legal: David Sellars
		Equalities & Consultation: Ed Sexton
		Climate: Liam Pond
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	Ajman Ali – Executive Director
3	Committee Chair consulted:	Cllr Joe Otten, Chair of Waste and Street Scene Committee
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: Liam Pond	Job Title: Interim Operations Manager City Centre Maintenance & Sheffield Markets
	Date: 18/11/2023	

1. PROPOSAL

1.1 BACKGROUND

- 1.1.1 Market traders pay three separate charges in The Moor Market. There is a rent for the market stall, a utility charge, and a service charge that is designed to recover the cost of providing the general services of the markets used by all (which includes items such as market staffing costs, cleansing etc.). Due to the pandemic the Service Charge has not been reviewed and we are significantly under recovering.
- 1.1.2 The service charge represents the costs incurred by the Landlord (Sheffield Council) for running and maintaining shared parts of the building or estate, which legally the landlord can charge back to tenants. This report only deals with the costs for the service charge; however, the intention is to bring a future report to committee which will set out the current rent position and proposals for going forward and review the impact of the recent Committee decision to increase the utility charges by 50%.
- 1.1.3 As a consequence of various support measures agreed by members to help market traders through challenging economic times, such as the Covid-19 pandemic, the service charge hasn't increased since 2009 where it saw a 3% increase.
- 1.1.4 This has led to an under recovery for all tenant's services attributable to the service charges over this period. Additionally, the service charge payable by all tenants is calculable on the basis that all traders contribute to one third of the utility charges for the common areas (public space outside their immediate stall area). This for the reasons given in paragraph 1.1.3 has also seen no increase in recent years.
- 1.1.5 The market traders are categorised into 4 key trading areas, Non-Food, Food, Café, and Meat & Fish. There is also non-trading storage and prep areas within the market that also falls under service charges regime.

1.2 INTRODUCTION

- 1.2.1 The purpose of this report is to outline the financial implications that the under recovery of service charge from Council tenants has created and provide some options on addressing this unsustainable situation.
- 1.2.2 The options set out in the report consider the impact that increasing cost recovery could have on market traders, who due to the energy crisis/cost of living are already feeling the impact of other price rises in goods and services, without impacting their overall business sustainability.

1.3 CURRENT POSITION ON COSTS

- 1.3.1 The below table sets out the operational cost and amount attributable via the service charge in 2021/2022 financial year.

Moor Market			2021/22
Service Provided			Actual Cost (£)
MANAGEMENT			
1	Site Management Resources		292,357
2	Site service charge		133,597
Sub-total			425,954
CENTRAL UTILITIES (not covered by direct utility recharge)			
3	Electricity		209,115
4	Gas		36,900
5	Water		30,121
Sub-total			276,136
SOFT SERVICES			
6	Security		61,681
7	Cleaning and environmental		307,493
8	Marketing and promotions		7,921
Sub-total			377,095
HARD SERVICES			
9	Mechanical and electrical services		32,814
10	Lifts		2,763
11	Fabric repairs and maintenance		170,073
Sub-total			205,650
INSURANCE			
12	Insurance		5,179
Sub-total			5,179
TOTAL (a)			1,290,014

Actual Costs Moor Market Service Charge 2021/2022

1.3.2 Below is a table showing the amount per square metre that is attributable to service charge financial year 2021/22

Actual Square Metres	Sq Mtr	Sq Feet
Non-Food	743.23	8,000.00
Food	613.16	6,600.00
Cafes	171.87	1,850.00
Meat and Fish	232.26	2,500.00
Prep Space Meat & Fish	246.19	2,650.00
Storage Meat & Fish	9.29	100.00
Storage	662.49	7,131.00
TOTAL (b)	2,678.49	28,831.00

SQ M that collates Annual Service Charge – Actual 2021/2022

1.4 Actual costs and recovery

1.4.1 In total for the financial year 2021/22 operational costs attributable to the Market Service Charge the Moor Market was **£1,290,014**. The amount recharged to traders was **£841,903** showing an overall subsidy/deficit of **£448,111**.

1.4.2 The recovery rate for this financial year 2021/22 was approximately 65.3% of the actual costs.

1.4.3 Cost recovery will never be at 100% of the operational costs for the markets, as there are some elements of the markets running costs that are not directly attributable to individual traders, either through the service charge, rent or direct utilities costs. These nonrecoverable costs are budgeted for separately, however not withstanding this the above table demonstrates how low recovery now is.

1.5 Mitigation

1.5.1 Several structural and operational changes over recent years have meant that the markets team is running as lean/and efficiently as possible. It is only through increased tenancies take up and reduction in external charges/costs that the service charge could be reduced. Current

occupancy figures at The Moor Market are 81%.

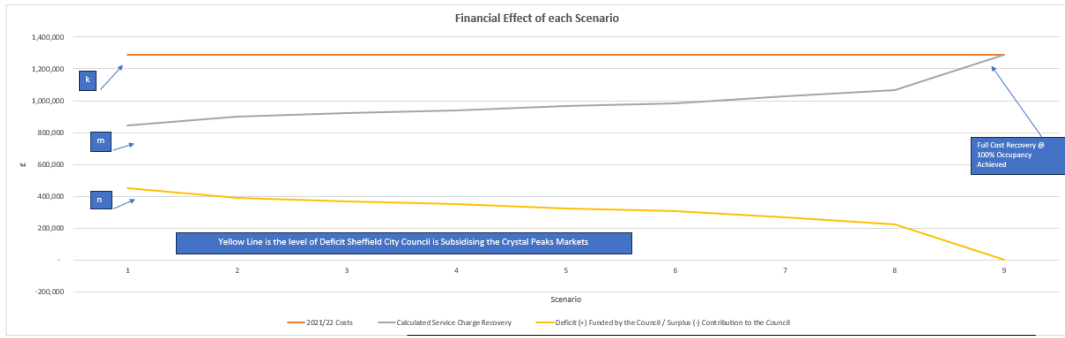
- 1.5.2 Despite occupancy figures appearing quite low at 81%, national average for market occupancy stands at 72% (Figures from NABMA) which indicates the Market to be performing better on occupancy when compared to the UK average.
- 1.5.3 Changes to the Service Charge would not be implemented immediately. There will be a period of 12 weeks between any decision to change the charge and the charge being implemented. This gives the tenants a reasonable grace period to prepare for any increases.
- 1.5.4 There are no proposals to backdate any historic under recovery of charges.
- 1.5.5 Should a decision be taken to increase the service charge rate, but not fully recover cost, it is proposed that the impact is reviewed with a further performance report to committee on vacancy rates, aged debt, and budget position with a view to agreeing a plan on increasing service charge cost recovery until reaching full cost recovery.

1.6 PROPOSED OPTIONS FOR SERVICE CHARGE INCREASE

- 1.6.1 The below table sets out 9 options for a service charge increase. The below figures calculations have been taken from the information provided in appendix 7.1.4

Scenario	Reference / Calculation	Calculated % Increase	Deficit (+) Funded by the Council / Surplus (-) Contribution to the Council
		(f)	(n) = (k) - (m)
Scenario 1 - Do Nothing	Current Service Charge per Square Metre	0.00%	448,111
Scenario 2 - Add CPI to the Current Charge	CPI Table 4 Published 20/09/23 - % change over 12 months All Services	6.80%	390,872
Scenario 3 - Add CPI+3% to the Current Charge	CPI+3%	9.80%	365,613
Scenario 4 - Add CPI+5% to the Current Charge	CPI+5%	11.80%	348,766
Scenario 5 - Add CPI+8% to the Current Charge	CPI+8%	14.80%	323,508
Scenario 6 - Add CPI+10% to the Current Charge	CPI+10%	16.80%	306,660
Scenario 7 - Add CPI+15% to the Current Charge	CPI+15%	21.80%	264,581
Scenario 8 - Mid Point Charge between Current Charge and Full Cost Recovery (Based on 100% Occupancy)	CPI+22.26% - Mid Point between Current Charge and Full Cost Recovery (Based on 100% Occupancy)	26.61%	224,082
Scenario 9 - Full Cost Recovery (Based on 100% Occupancy)	CPI+51.32% - Full Cost Recovery (Based on 100% Occupancy)	53.23%	27

- 1.6.2 The below graph illustrates the impact of each option on the amount under recovered by SCC.



1.6.3 Below is a table that shows a breakdown analysis of when each scenario will eventually reach full cost recovery

Service Charge per Nine Square Metre Unit									
Financial Year	Scenario 1 Do Nothing	Scenario 2 Add CPI to the Current Charge	Scenario 3 Add CPI+3% to the Current Charge	Scenario 4 Add CPI+5% to the Current Charge	Scenario 5 CPI+8% to the Current Charge	Scenario 6 Add CPI+10% to the Current Charge	Scenario 7 Add CPI+15% to the Current Charge	Scenario 8 CPI+22.26% - Mid Point Charge between Current Charge and Full Cost Recovery (Based on 100% Occupancy)	Scenario 9 CPI+51.32% - Full Cost Recovery (Based on 100% Occupancy)
2024/25	0.00%	6.80%	9.80%	11.80%	14.80%	16.80%	21.80%	26.61%	53.23%
2025/26	0.00%	6.80%	9.80%	11.80%	14.80%	16.80%	21.80%	26.61%	
2026/27	0.00%	6.80%	9.80%	11.80%	14.80%	16.80%			
2027/28	0.00%	6.80%	9.80%	11.80%					
2028/29	0.00%	6.80%	9.80%						
2029/30	0.00%	6.80%							
2030/31	0.00%	6.80%							
2031/32	0.00%								
2032/33	0.00%								
2033/34	0.00%								
2034/35	0.00%								
2035/36	0.00%								

1.6.4 The following table indicates price increase for traders annually per stall

Traders Annual Service Charge per Nine Square Metre Unit									
Financial Year	Scenario 1 Do Nothing	Scenario 2 Add CPI to the Current Charge	Scenario 3 Add CPI+3% to the Current Charge	Scenario 4 Add CPI+5% to the Current Charge	Scenario 5 CPI+8% to the Current Charge	Scenario 6 Add CPI+10% to the Current Charge	Scenario 7 Add CPI+15% to the Current Charge	Scenario 8 CPI+22.26% - Mid Point Charge between Current Charge and Full Cost Recovery (Based on 100% Occupancy)	Scenario 9 CPI+51.32% - Full Cost Recovery (Based on 100% Occupancy)
2024/25	2,826.00	3,024.00	3,105.00	3,159.00	3,249.00	3,303.00	3,447.00	3,582.00	4,338.00
2025/26	2,826.00	3,229.63	3,409.29	3,531.76	3,729.85	3,857.90	4,198.45	4,535.17	
2026/27	2,826.00	3,449.25	3,743.40	3,948.51	4,281.87	4,506.03			
2027/28	2,826.00	3,683.80	4,110.25	4,414.43					
2028/29	2,826.00	3,934.29	4,513.06						
2029/30	2,826.00	4,201.83							
2030/31	2,826.00	4,487.55							
2031/32	2,826.00								
2032/33	2,826.00								
2033/34	2,826.00								
2034/35	2,826.00								
2035/36	2,826.00								

1.6.5 Scenario 1 – Do nothing. This is not a viable option, although officers will actively manage costs as far as possible, there will inevitably be an

increase in costs due to inflation, resulting in an overspend position for the Council to fund. In effect this will increase the 'subsidy' Sheffield City Council is giving to the Market Traders.

- 1.6.6 Scenarios 2 to 8 – Whilst these proposals increase the current service charge rate by varying degrees, they all still leave Sheffield City Council subsidising the Market Traders and means there continues to be an overspend that the Council needs to fund. However, it must be acknowledged that the greater the increase in the price there is potential for the occupancy level to reduce as Traders may struggle to absorb the additional price increase.
- 1.6.7 Scenario 9 – Whilst this is a significant increase and will result in a reduction to the occupancy level, as Traders will struggle to absorb this increase without increasing their own prices, it is based on recovering all the costs the Council incurs and therefore does not provide a 'subsidy' to the Market Traders
- 1.6.8 The recommended proposal is scenario 8 which would increase the current Service charge to the midpoint between current charge and full cost recovery (based on 100% occupancy). However due to the recent committee decision (15/11/2023) to increase the Crystal Peaks Service charge by CPI + 8% (scenario 5), officers recommendations would add that this should fall in line as a minimum increase proposed for this decision.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 The council's delivery plan sets out that the council needs to ensure its financial stability and sustainability. Reducing the large subsidy currently being provided on service charges, helps to support this outcome.
- 2.2 Post pandemic the markets are returning to being thriving and vibrant places to shop, eat and socialise. Maintaining markets that offer a wide variety of quality goods and services at reasonable prices contributes towards our strategic goals of tackling inequalities and supporting people through the cost-of-living crisis. By keeping vacancy rates low in the market, we're supporting small local businesses to contribute towards our ambition for clean economic growth, and continue supporting footfall not only in the markets, but also in the city centre.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 A meeting was held between Market Management and several traders on December 1st in the Moor Market Conference Room.
- 3.2 A you '.gov' email has been sent to all traders in the Moor market to make them aware that a service charge review is to be discussed at the December Waste & Street Scene Committee

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

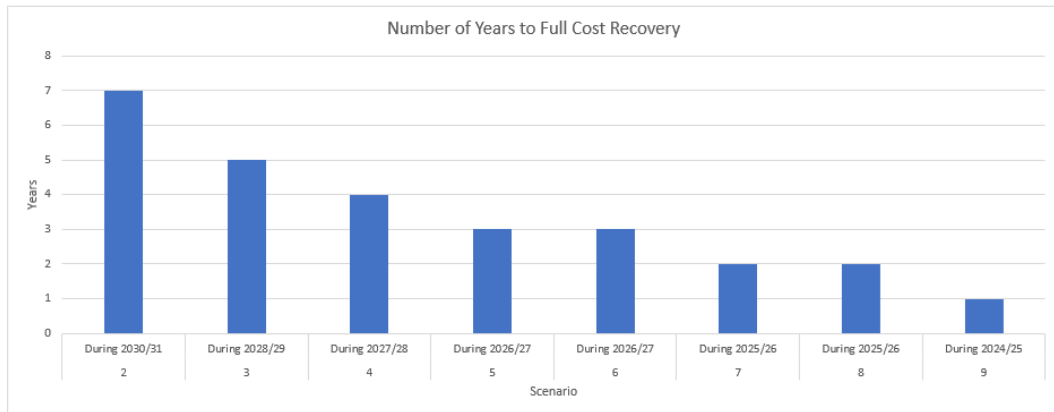
- 4.1.1 This would be the first increase to the service charge in 10 years therefore the impact may be more significant.
- 4.1.2 The recommended increase to the midpoint between the current charge and actual cost would still see a competitive service charge when compared to other retail outlets, and there will still be an ongoing loss to the council from the under-recovery.
- 4.1.3 Discussions have highlighted that some of the traders believe they may struggle with the service charge increase. As mitigations, the council is proposing to (a) not immediately pursue full cost recovery, (b) give a reasonable period before implementing the new service charges and (c) stagger any future increases towards full cost recovery over a number of years.
- 4.1.4 It's highly likely that increases in costs would be passed onto customers in many cases. The assessment identifies specific impacts in relation to the equality categories of age, cohesion, health, poverty/financial inclusion, and on small traders (partners). The proposal will need monitoring closely to consider and, where possible, mitigate actual impacts.
- 4.1.5 The desired outcome is to make the markets budget more sustainable while minimising the risk to traders of becoming unprofitable, and to minimise impact on cost being passed through to customers.
- 4.1.6 Any increase in recovery of service charge will affect the profitability of traders. As small business owners' changes in profitability can put the overall business at risk of continuing. This could impact the business owners and any staff working for them.
- 4.1.7 The proposed increase is likely to compound other cost increases (e.g., wholesale prices) that traders seem likely to have been experiencing. The costs will continue to increase in line with inflation and the cost-of-living crisis.

4.2 Financial and Commercial Implications

- 4.2.1 The Markets Service continues to face significant financial challenges and inflationary pressures, which will increase the subsidy the Council gives to Market Traders if full cost recovery is not adopted.
- 4.2.2 If full cost recovery is not adopted the Market Service in relation to Moor Market could face an unsustainable financial position the longer a subsidy is granted.

4.2.3 The number of years that each scenario will take to achieve full cost recovery is shown below in both a table and graph.

<i>Scenario</i>	<i>Full Cost Recovery Year</i>	<i>Number of Years to Full Cost Recovery</i>
1	<i>Never</i>	<i>Never</i>
2	<i>During 2030/31</i>	<i>7</i>
3	<i>During 2028/29</i>	<i>5</i>
4	<i>During 2027/28</i>	<i>4</i>
5	<i>During 2026/27</i>	<i>3</i>
6	<i>During 2026/27</i>	<i>3</i>
7	<i>During 2025/26</i>	<i>2</i>
8	<i>During 2025/26</i>	<i>2</i>
9	<i>During 2024/25</i>	<i>1</i>



4.2.4 The current service charge recovery from traders is £841,903 and the cost is £1,290,014, this leaves the Council effectively subsidising £448,111

4.2.5 The proposal to adopt scenario 8 (half way between the current charge and full cost recovery) will initially recover from traders £1,065,932 and the cost remains at £1,290,014k, leaving the Council effectively subsidising £224,082k. This scenario however will only take two financial years to reach full cost recovery.

4.2.6 The option of full cost recovery (Scenario 9) would reduce the subsidy to nil immediately.

4.2.7 The Markets Service have sought legal advice from our legal team regarding the implications of providing a subsidy and whether this falls within the Governments Subsidy Control regulations.

4.3 Legal Implications

4.3.1 The proposed grants awaiting comment from legal to estimate whether a subsidy control assessment is needed.

4.3.2 There are no significant legal implications that govern the relationship between the Council and its tenants save that the tenant is required to pay a proportion of the service charges properly incurred by their landlord.

4.4 Climate Implications

There are no significant climate implications arising from this report. The initial CIA indicates that the emissions level from the operation of the market will remain the same as before.

4.5 Other Implications

4.5.1 There are no other implications

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 The option to do nothing (scenario 1) has been rejected by officers due to the unsustainable nature of the increasing subsidy required on operational costs.

5.2 The option to move straight to full cost recovery (scenario 9) will be too much of an impact on the tenants. It's likely to create significant cost pressures that are too large to pass straight on to customers and may increase the markets vacancy rate, which will negatively financially impact the budgets for service charges and rents. Overall, it could undermine the financial position rather than improve it.

5.3 Other models of recharging the service charge such as a service charge only tenancy agreement are options that require further work that has not been possible to complete in time to consider for this paper.

6. REASONS FOR RECOMMENDATIONS

6.1 The option outlined in scenario 8 increasing the Service Charge to the midpoint on the deficit between the current charge and the actual cost. The principle of full cost recovery of Service Charge, while allowing for some subsidy to support tenants to adjust to the increases, which will better allow them to manage costs and charges required to offset the impact on their businesses. This will reduce the potential of businesses needing to leave the market, which in turn reduced financial risk from lost rent or service charges on the overall financial position. However, the recent committee decision to increase Crystal Peaks Service Charge by CPI +8% (scenario

5) should be the minimum increase proposed for consistency.

6.2 The overall outcome should be a more sustainable market, maintaining its quality and service levels, and a high occupancy rate to continue the vibrant feel to the markets post pandemic.

7 APPENDIX

7.1 Table 7.1 shows the cost breakdown attributable to service charge financial year 2021/22

Moor Market			2021/22
Service Provided			Actual Cost (£)
MANAGEMENT			
1	Site Management Resources		292,357
2	Site service charge		133,597
		Sub-total	425,954
CENTRAL UTILITIES (not covered by direct utility recharge)			
3	Electricity		209,115
4	Gas		36,900
5	Water		30,121
		Sub-total	276,136
SOFT SERVICES			
6	Security		61,681
7	Cleaning and environmental		307,493
8	Marketing and promotions		7,921
		Sub-total	377,095
HARD SERVICES			
9	Mechanical and electrical services		32,814
10	Lifts		2,763
11	Fabric repairs and maintenance		170,073
		Sub-total	205,650
INSURANCE			
12	Insurance		5,179
		Sub-total	5,179
		TOTAL (a)	1,290,014

7.2 Table 7.2 shows how the service charge is distributed in square metres across all retail units

Actual Square Metres	Sq Mtr	Sq Feet
Non-Food	743.23	8,000.00
Food	613.16	6,600.00
Cafes	171.87	1,850.00
Meat and Fish	232.26	2,500.00
Prep Space Meat & Fish	246.19	2,650.00
Storage Meat & Fish	9.29	100.00
Storage	662.49	7,131.00
TOTAL (b)	2,678.49	28,831.00

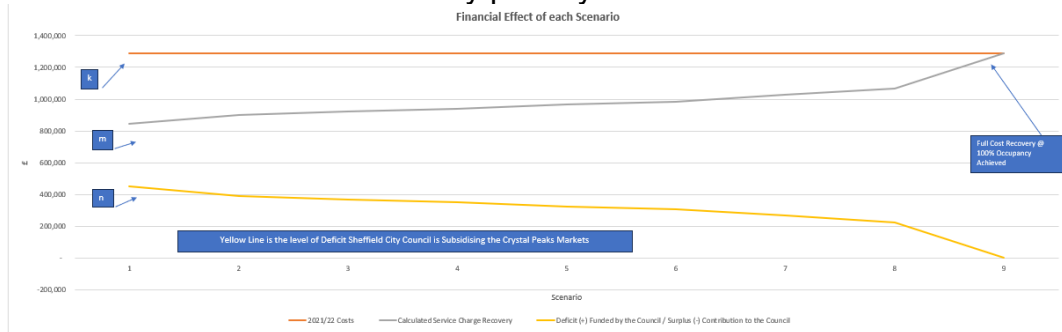
7.3 Table 7.3 demonstrates the calculations used to determine current charge, midpoint charge and full cost recovery

Charging Level	Calculation	£	% Inc on Current Charge
Averaged Current Charge	(c)	314.32	0.00%
Half way between Averaged Current Charge and Averaged Full Cost Recovery (Based on 100% Occupancy)	(d) = (c) + ((e) - (c)) / 2	397.97	26.61%
Averaged Full Cost Recovery (Based on 100% Occupancy)	(e) = (a) / (b)	481.62	53.23%

7.4 Table 7.4 shows the calculations used to create each scenario for Service Charge uplift

Scenario	Reference / Calculation	Calculated % Increase (f)	Calculated £ Increase per Square Metre (g)	Charge per Square Metre (h) = (c) * ((g) / (f))	2021/22 Costs (k) = (a)	Calculated Service Charge Recovery (m) = (b) * (h)	Deficit (+) Funded by the Council / Surplus (-) Contribution to the Council (n) = (k) - (m)
Scenario 1 - Do Nothing	Current Service Charge per Square Metre	0.00%	-	314.32	1,230,014	841,903	448,111
Scenario 2 - Add CPI to the Current Charge	CPI Table 4 Published 2010/2013 - 1% change over 12 months All Services	6.80%	21.37	335.63	1,230,014	899,142	390,872
Scenario 3 - Add CPI+3% to the Current Charge	CPI+3%	9.80%	30.80	345.12	1,230,014	924,401	365,613
Scenario 4 - Add CPI+5% to the Current Charge	CPI+5%	11.80%	37.09	351.41	1,230,014	941,248	348,766
Scenario 5 - Add CPI+8% to the Current Charge	CPI+8%	14.80%	46.52	360.84	1,230,014	966,506	323,508
Scenario 6 - Add CPI+10% to the Current Charge	CPI+10%	16.80%	52.81	367.13	1,230,014	983,354	306,660
Scenario 7 - Add CPI+15% to the Current Charge	CPI+15%	21.80%	68.52	382.84	1,230,014	1,025,433	284,581
Scenario 8 - Mid Point Charge between Current Charge and Full Cost Recovery (Based on 100% Occupancy)	LHMULL2013 - Mid Point between Current Charge and Full Cost Recovery (Based on 100% Occupancy)	26.61%	83.64	397.96	1,230,014	1,065,932	224,082
Scenario 9 - Full Cost Recovery (Based on 100% Occupancy)	CPI+51.32% - Full Cost Recovery (Based on 100% Occupancy)	53.23%	167.31	481.63	1,230,014	1,230,041	27

7.5 The graph in 7.5 demonstrates trend lines based on the effect of each scenario in relation to the subsidy paid by the council.

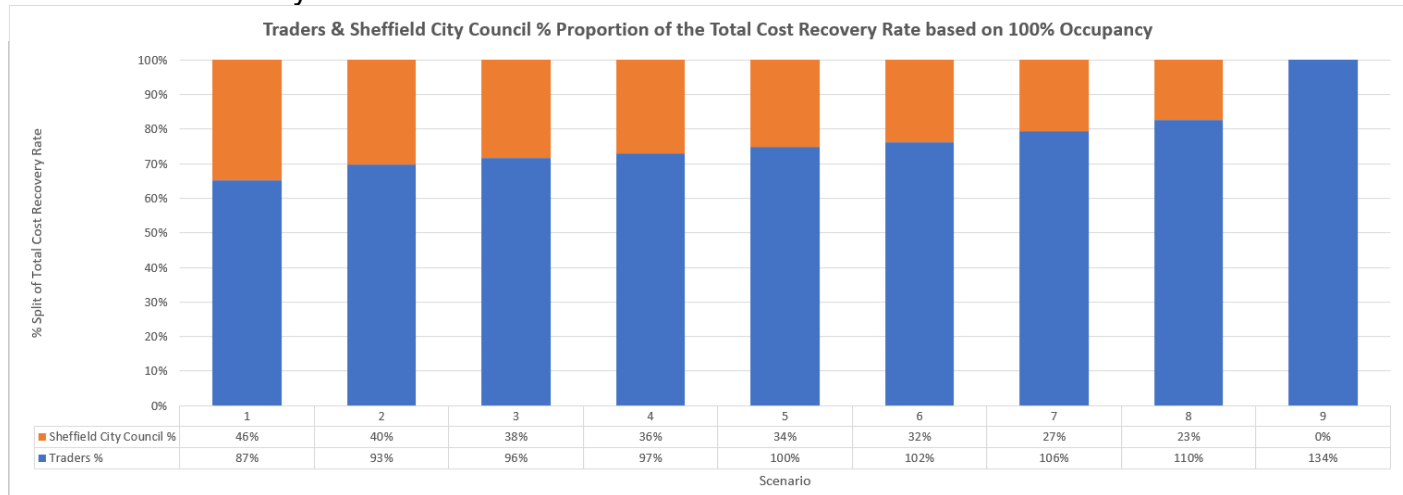


7.6 The service charge at The Moor Market has not seen an increase since the building opened in 2013.

7.7 In addition to the rent and service charge, utility charges are also recharged to traders and individually metered. A recent decision to increase the utility tariffs by 50% was implemented by the Waste & Street Scene Committee 22/3/23. This was agreed with a 12-week grace period which allowed the first quarter of the new financial year to be billed at old tariff rates. A review is planned to present to committee in January after two quarters of the new tariff have been recharged to traders.

Details (Based on a Standard Traders Unit of 9 Square Metres (3m x 3m))		Scenario								
		1	2	3	4	5	6	7	8	9
Base Data	Base Price	314.32								
	Price Increase %	0.00%	6.80%	9.80%	11.80%	14.80%	16.80%	21.80%	26.61%	53.23%
	Price Increase £	-	21.37	30.80	37.09	46.52	52.81	68.52	83.64	167.31
	Will Sheffield City Council Subsidise the Traders with this Price	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Square Metres & Service Charge Rates (Trader & Sheffield City Council Subsidy)	Average Unit Area (3m x 3m = 9 Square Metres)	9	9	9	9	9	9	9	9	9
	Square Metre Unit Service Charge	314.32	335.69	345.12	351.41	360.84	367.13	382.84	397.96	481.63
	Rounded Square Metre Unit Service Charge	314.00	336.00	345.00	351.00	361.00	367.00	383.00	398.00	482.00
	Value of Subsidy per Square Metre Unit Service Charge	167.31	145.94	136.51	130.22	120.79	114.50	98.79	83.67	-
	Value of Rounded Subsidy per Square Metre Unit Service Charge	167.00	146.00	137.00	130.00	121.00	115.00	99.00	84.00	-
Traders Service Charges	Traders Total Annual Service Charge	2,826.00	3,024.00	3,105.00	3,159.00	3,249.00	3,303.00	3,447.00	3,582.00	4,338.00
	Traders Monthly Service Charge (12 Months)	235.50	252.00	258.75	263.25	270.75	275.25	287.25	298.50	361.50
	Traders Weekly Service Charge (52.143 Weeks)	54.20	57.99	59.55	60.58	62.31	63.35	66.11	68.70	83.19
Sheffield City Councils Subsidy	Sheffield City Council Annual Subsidy	1,503.00	1,314.00	1,233.00	1,170.00	1,089.00	1,035.00	891.00	756.00	-
	Sheffield City Council Monthly Subsidy (12 Months)	125.25	109.50	102.75	97.50	90.75	86.25	74.25	63.00	-
	Sheffield City Council Weekly Subsidy (52.143 Weeks)	28.82	25.20	23.65	22.44	20.88	19.85	17.09	14.50	-
% Of Total Cost Recovery by Trader and Sheffield City Council	Traders Proportion of Total Cost Recovery @ 100% Occupancy	87%	93%	96%	97%	100%	102%	106%	110%	134%
	Sheffield City Council Proportion of Total Cost Recovery @ 100% Occupancy	46%	40%	38%	36%	34%	32%	27%	23%	0%
	Total Annual Service Charge	133%	134%	134%	133%	134%	134%	134%	134%	134%

7.8 Break even analysis



Service Charge per Nine Square Metre Unit									
Financial Year	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7	Scenario 8	Scenario 9
	Do Nothing	Add CPI to the Current Charge	Add CPI+3% to the Current Charge	Add CPI+5% to the Current Charge	CPI+8% to the Current Charge	Add CPI+10% to the Current Charge	Add CPI+15% to the Current Charge	CPI+22.26% - Mid Point Charge between Current Charge and Full Cost Recovery (Based on 100% Occupancy)	CPI+51.32% - Full Cost Recovery (Based on 100% Occupancy)
2024/25	0.00%	6.80%	9.80%	11.80%	14.80%	16.80%	21.80%	26.61%	53.23%
2025/26	0.00%	6.80%	9.80%	11.80%	14.80%	16.80%	21.80%	26.61%	
2026/27	0.00%	6.80%	9.80%	11.80%	14.80%	16.80%			
2027/28	0.00%	6.80%	9.80%	11.80%					
2028/29	0.00%	6.80%	9.80%						
2029/30	0.00%	6.80%							
2030/31	0.00%	6.80%							
2031/32	0.00%								
2032/33	0.00%								
2033/34	0.00%								
2034/35	0.00%								
2035/36	0.00%								
Traders Annual Service Charge per Nine Square Metre Unit									
Financial Year	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7	Scenario 8	Scenario 9
	Do Nothing	Add CPI to the Current Charge	Add CPI+3% to the Current Charge	Add CPI+5% to the Current Charge	CPI+8% to the Current Charge	Add CPI+10% to the Current Charge	Add CPI+15% to the Current Charge	CPI+22.26% - Mid Point Charge between Current Charge and Full Cost Recovery (Based on 100% Occupancy)	CPI+51.32% - Full Cost Recovery (Based on 100% Occupancy)
2024/25	2,826.00	3,024.00	3,105.00	3,159.00	3,249.00	3,303.00	3,447.00	3,582.00	4,338.00
2025/26	2,826.00	3,229.63	3,409.29	3,531.76	3,729.85	3,857.90	4,198.45	4,535.17	
2026/27	2,826.00	3,449.25	3,743.40	3,948.51	4,281.87	4,506.03			
2027/28	2,826.00	3,683.80	4,110.25	4,414.43					
2028/29	2,826.00	3,934.29	4,513.06						
2029/30	2,826.00	4,201.83							
2030/31	2,826.00	4,487.55							
2031/32	2,826.00								
2032/33	2,826.00								
2033/34	2,826.00								
2034/35	2,826.00								
2035/36	2,826.00								

Sheffield City Council Annual Subsidy per Nine Square Metre Unit									
Financial Year	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7	Scenario 8	Scenario 9
	Do Nothing	Add CPI to the Current Charge	Add CPI+3% to the Current Charge	Add CPI+5% to the Current Charge	CPI+8% to the Current Charge	Add CPI+10% to the Current Charge	Add CPI+15% to the Current Charge	CPI+22.26% - Mid Point Charge between Current Charge and Full Cost Recovery (Based on 100% Occupancy)	CPI+51.32% - Full Cost Recovery (Based on 100% Occupancy)

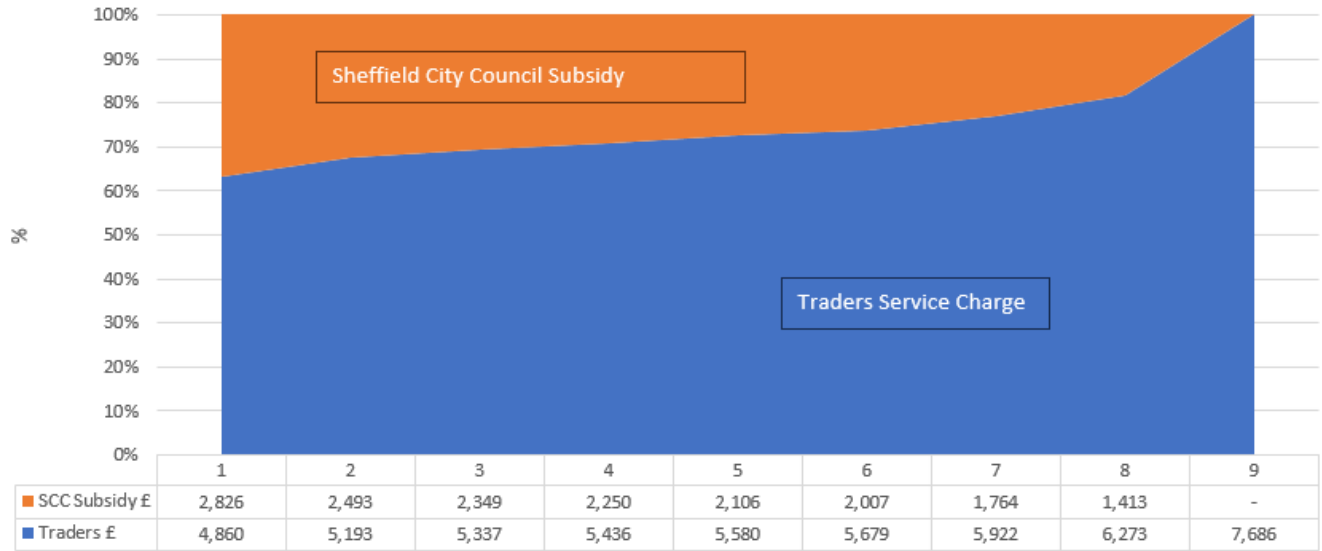
2024/25	1,503.00	1,314.00	1,233.00	1,170.00	1,089.00	1,035.00	891.00	756.00	-
2025/26	1,503.00	1,108.37	928.71	797.24	608.15	480.10	139.55	-	197.17
2026/27	1,503.00	888.75	594.60	380.49	56.13	-	168.03		
2027/28	1,503.00	654.20	227.75	-	85.43				
2028/29	1,503.00	403.71	-	175.06					
2029/30	1,503.00	136.17							
2030/31	1,503.00	-	149.55						
2031/32	1,503.00								
2032/33	1,503.00								
2033/34	1,503.00								
2034/35	1,503.00								
2035/36	1,503.00								

Check Totals									
Financial Year	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7	Scenario 8	Scenario 9
	Do Nothing	Add CPI to the Current Charge	Add CPI+3% to the Current Charge	Add CPI+5% to the Current Charge	CPI+8% to the Current Charge	Add CPI+10% to the Current Charge	Add CPI+15% to the Current Charge	CPI+22.26% - Mid Point Charge between Current Charge and Full Cost Recovery (Based on 100% Occupancy)	CPI+51.32% - Full Cost Recovery (Based on 100% Occupancy)

2024/25	4,329.00	4,338.00	4,338.00	4,329.00	4,338.00	4,338.00	4,338.00	4,338.00	4,338.00
2025/26	4,329.00	4,338.00	4,338.00	4,329.00	4,338.00	4,338.00	4,338.00	4,338.00	-
2026/27	4,329.00	4,338.00	4,338.00	4,329.00	4,338.00	4,338.00	-	-	-
2027/28	4,329.00	4,338.00	4,338.00	4,329.00	-	-	-	-	-
2028/29	4,329.00	4,338.00	4,338.00	-	-	-	-	-	-
2029/30	4,329.00	4,338.00	-	-	-	-	-	-	-
2030/31	4,329.00	4,338.00	-	-	-	-	-	-	-
2031/32	4,329.00	-	-	-	-	-	-	-	-
2032/33	4,329.00	-	-	-	-	-	-	-	-
2033/34	4,329.00	-	-	-	-	-	-	-	-
2034/35	4,329.00	-	-	-	-	-	-	-	-
2035/36	4,329.00	-	-	-	-	-	-	-	-

Scenario (based on 9 squared metres)	1	2	3	4	5	6	7	8	9
Traders £	4,860	5,193	5,337	5,436	5,580	5,679	5,922	6,273	7,686
SCC Subsidy £	2,826	2,493	2,349	2,250	2,106	2,007	1,764	1,413	-
Total	7,686	7,686	7,686	7,686	7,686	7,686	7,686	7,686	7,686

Financial Split between Traders & Sheffield City Council based on the Full Cost Recover Rate for each Scenarion



PART A - Initial Impact Assessment

Proposal Name: Review of Service Charge - Crystal Peaks and Moor Market Traders

EIA ID: 2144

EIA Author: Liam Pond

Proposal Outline: This EIA was initially developed to inform a proposal to review and increase service charges at Crystal Peaks Market. The EIA has now been reviewed and updated to consider a similar proposal for Moor Market. The broad assessment is the same for both markets in terms of potential impacts for traders and members of the public. (Subject to the policy committee's decision, any differences in service charge increases between the markets has not been factored in at this stage and would need more detailed analysis as appropriate). The EIA sets out a range of options regarding the recovery of service charge related to Crystal Peaks and Moor Market tenants. Increases in service charges have not been passed through to tenants since 2009 and market operating costs have risen significantly in recent years. This has created a significant under recovery between the charge tenants pay and the cost to the council. The desired outcome is to make the markets budget more sustainable while minimising the risk to traders of becoming unprofitable, and to minimise impact on cost being passed through to customers.

Proposal Type: Non-Budget

Year Of Proposal: 23/24

Lead Director for proposal: Richard Eyre

Service Area: Operational Services

EIA Start Date: 08/06/2023

Lead Equality Objective:

Equality Lead Officer: Ed Sexton

Decision Type

Committees: Policy Committees

- Waste & Street Scene

Portfolio

Primary Portfolio: Operational Services

EIA is cross portfolio: No

EIA is joint with another organisation: No

Overview of Impact

Overview Summery:

Any increase in recovery of service charge will affect the profitability of traders. As small business owners changes in profitability can put the overall business as risk of continuing. This could impact the business owners and any staff working for them. Part of a mitigation that is open to traders is to increase their prices to off set the additional costs. Markets are traditionally a low cost source of food and goods. Any increase in prices will potentially impact on some people who have with lower levels of income. The market is an important source of food and produce for older people, as promoting healthy eating of fresh produce and as a point of social cohesion and interaction. Any cost increases for traders, and passed onto customers, risks undermining these functions and exacerbating inequalities.

Impacted characteristics:

- Poverty & Financial Inclusion
- Age
- Partners
- Cohesion
- Health

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

Yes

The Tenancy Agreement that market traders enter into identifies that they will pay the service charge they are attributable to. However our management team have consulted in person to all traders that were present and an all trader email was sent out to inform any traders that were missed in this process.

Impact areas:

Year on Year

Initial Sign-Off

Full impact assessment required:

Yes

Review Date:

08/12/2023

PART B - Full Impact Assessment

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: Markets are traditionally a low cost source of food, including healthy and fresh produce. Any increase in fees and prices will potentially impact on some people who have with lower levels of income and risk impacting further on health inequalities.

Name of Lead Health Officer:

Comprehensive Assessment Being Completed: No

Public Health Lead signed off health impact(s):

Age

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: Markets are traditionally a low cost source of food and goods. Older people are a significant part of the customer base, and families with young children children also rely on the market. Any increase in fees and prices will potentially impact on some people in different age groups.

Cohesion

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: The market is, and aspires to be, a hub of social cohesion and interaction, promoting inclusion for population groups and smaller traders. Any increase in

fees and prices that affects its business risks affecting this aspect of equality.

Partners

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

The market is an important location for smaller traders, including those for whom the high street may no longer be an affordable option from which to trade. Any increase in fees risks the viability of some traders. The assessment is that proposed increase should not have a significantly detrimental affect on traders and occupancy rates.

Poverty & Financial Inclusion

Staff Impacted:

No

Customers Impacted:

Yes

Description of Impact:

Any increase in recovery of service charge costs will affect the profitability of traders. As small business owners changes in profitability can put the overall business at risk of continuing. This could impact the business owners and any staff working for them. Part of a mitigation that is open to traders is to increase their prices to offset the additional costs. Markets are traditionally a low cost source of food and goods. Any increase in prices will potentially impact on some people who have with lower levels of income. The council need to raise the service charge charged to market traders in line with tenancy agreements, to offset escalating losses as operational costs of the markets increase, and the expectation is they will continue to do so. This would be the first overall increase since 2009. The recommended increase of 50% between the current service charges charged and actual operational cost will still be an ongoing loss to the council from the under-recovery. Following discussions at the monthly market traders forums, there is some awareness and expectation amongst traders that an increase would be due, in-line with

tenancy agreements. Discussions have highlighted that some of the traders believe they may struggle with the service charge increase. As mitigations, the council is proposing to (a) not immediately pursue full cost recovery, (b) give a reasonable period of time before implementing and changes and (c) stagger any future increases towards full cost recovery over a number of years It's highly likely that increases in costs would be passed onto customers in many cases A study in 2018 identified that market's customer demographic suggests that the majority of customers may be working age adults but that younger adults (including students) and retired people may also be impacted – the research doesn't cover socio-economic factors.

Action Plan & Supporting Evidence

Outline of action plan:

Monitoring of tenant vacancies, build up of debt and footfall in the market. Any fall across all three areas may indicate that the increase in service charge has been detrimental to the overall operation of the market and a different approach may be needed.

Action plan evidence:

Service Charge charged against actual operational costs. Footfall figures. Aged Debt figures

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures: No

Outline of impact and risks:

Review Date

Review Date: 08/12/2023



Report to Policy Committee

Author/Lead Officer of Report: Richard Eyre,
Director of Street Scene & Regulation

Tel: Richard.Eyre@Sheffield.gov.uk

Report of: *Ajman Ali*

Report to: *Waste & Street Scene Policy Committee*

Date of Decision: *20th December 2023*

Subject: *Response to the Street Tree Inquiry – update on implementing recommendations within the Waste & Street Scene Policy Committee’s remit.*

Type of Equality Impact Assessment (EIA) undertaken	Initial <input type="checkbox"/>	Full <input checked="" type="checkbox"/>
Insert EIA reference number and attach EIA – EIA 2121		
Has appropriate consultation/engagement taken place?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

Purpose of Report:

On March 6th 2023, Sir Mark Lowcock KCB published the Sheffield Street Tree Inquiry Report, which contained detailed findings, observations and 11 recommendations for the Council and their Streets Ahead contractor, Amey.

The Council accepted all of the Inquiry’s recommendations and conclusions, and on the 19th June 2023, the Strategy & Resources Policy Committee agreed the recommendations in the report “[Learning from the Past and Moving Ahead – response to the Sheffield Street Tree Inquiry](#)” which set out the actions the Council would take to implement the recommendations of the Inquiry.

Actions in recommendations 5-7 from the response to the Street Trees Inquiry, relating to the Sheffield Street Tree Partnership and Managing Streets Ahead, sit within the area of responsibility of the Waste & Street Scene Policy Committee. This report provides the Waste & Street Scene Policy Committee with an update on progress in implementing these actions.

Recommendations: The Waste & Street Scene Policy Committee is recommended to:

Note the update on delivering the actions relating to recommendations 5-7 of the response to the Sheffield Street Tree Inquiry.

Background Papers:

Sheffield Street Tree Partnership Strategy -

[sheffield.gov.uk/sites/default/files/docs/roads-and-pavements/managing-trees/sheffield-street-tree-strategy-2021.pdf](https://www.sheffield.gov.uk/sites/default/files/docs/roads-and-pavements/managing-trees/sheffield-street-tree-strategy-2021.pdf)

Sheffield Street Trees Inquiry

https://www.sheffield.gov.uk/sites/default/files/2023-03/sheffield_street_trees_inquiry_report.pdf

Sheffield City Council Response to the Street Trees Inquiry

[Learning from the Past and Moving Ahead – response to the Sheffield Street Tree Inquiry](#)

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed.	Finance: <i>Adrian Hart</i>
		Legal: <i>Rob Parkin</i>
		Equalities & Consultation: <i>Ed Sexton</i>
		Climate: <i>Laura Ellendale</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	SLB member who approved submission:	<i>Ajman Ali</i>
3	Committee Chair consulted:	<i>Councillor Joe Otten</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Richard Eyre</i>	Job Title: <i>Director of Street Scene & Regulations</i>
	Date: 7-12-23	

1. PROPOSAL

- 1.1 On March 6th 2023, Sir Mark Lowcock KCB published the Sheffield Street Tree Inquiry Report, which contained detailed findings, observations and 11 recommendations for the Council and their Streets Ahead contractor, Amey.

The Council accepted all of the Inquiry's recommendations and conclusions, and on the 19th June 2023, the Strategy & Resources Policy Committee agreed the recommendations in the report "[Learning from the Past and Moving Ahead – response to the Sheffield Street Tree Inquiry](#)" which set out the actions the Council would take to implement the recommendations of the Inquiry. (Summary table of recommendations is attached at appendix 1)

Actions from recommendations 5-7 in the response to the Street Trees Inquiry, relating to the Sheffield Street Tree Partnership (**SSTP**) and Managing Streets Ahead, sit within the area of responsibility of the Waste & Street Scene Policy Committee.

The ongoing of these are:

Town Hall Plaque

- To install a plaque to the street tree protests in the Town Hall alongside the Kinder Scout mass trespass plaque within the next 9 months and agree the budget to fund this.

Outstanding Core Investment Programme Design and Delivery

- Deliver the commitment to have designs in place for all roads outstanding from 2018 by 6 March 2024, to have work completed on these roads through the 2024/25 financial year at the latest and refer to the Waste and Street Scene committee responsibility to hold the Council and Amey to the agreed work schedule.

Resilience of Resource for Sheffield Street Tree Partnership

- Investigate how the SSTP can be supported to continuously improve;
- Where needed, make clear when the SSTP is the decision maker versus when its is being consulted or informed and develop refreshed guidance and supporting escalation processes as needed;
- Clarify how elected members can engage with and champion the SSTP and its work;

- Investigate how the Council and Amey can share more information with the SSTP to enable informed debate and input on key issues;
- Continue to invite external scrutiny and integrate emerging good practice and guidance into the city's approach to street trees, including how to draw on expertise where needed (on an ongoing or call-off basis).

Streets Ahead Contract Performance

- Create new roles (and leadership capacity) by October 2023 to:
 - continuously improve the way all parties meet the contract requirements, budget and statutory duties;
 - develop approaches which evolve and meet local needs now and in the long-term;
 - increase capacity on the preparation, design, delivery and recording of work to existing and new sections of the highway across the city on new work and maintenance;
 - Instil a principle of working across Council boundaries so that the Streets Ahead contract supports other Council priorities, such as carbon reduction.
- Work with Amey to ensure that tree inspector capacity meets the needs of the current street tree stock and the ambitions of the SSTP strategy.
- Update and keep as a living document the Streets Ahead business case, in line with best practice recommended by CIPFA.
- Review the function of the strategic management board, including refreshing its terms of reference and membership. Make clear the interface between the Streets Ahead governance system and the Waste and Street Scene committee.
- Take forward a comprehensive analysis of the capacity and skills needed to manage the Streets Ahead contract strategically (horizon scanning and flexing to emerging needs) and how funding for these will be factored into the budget setting process. This will include setting out the safe level of management for a contract of this size. This will also include looking at how the Council can both build its own capacity and set up flexible arrangements to enable access to fixed-term expert capacity, particularly for specialist legal, finance and commercial resource.
- Develop high-level principles to set the approach for planning the end of the contract in 2037 and begin this work at least 7 years in advance of the end of the contract. This should be done

with advice from relevant experts, for example, the Infrastructure and Projects Authority, and in the knowledge that winding down the project will require more staffing than running it day-to-day.

- Work with other authorities and central government to understand any impact created by many PFI projects coming to an end within a short period of time.

- 1.2 Delivery of this activity is being led by the Director of Streetscene and Regulation and is set out in the Street Tree Inquiry Delivery Plan – Streets Ahead and SSTP. Governance is provided by:
- Monthly highlight reports to the Executive Director, Neighbourhood Services
 - Performance & Delivery Board (Update provided 14th November 2023)
 - This update to the Waste & Street Scene Policy Committee
 - Inclusion in the winter Strategy & Resources report
 - A progress report on the longer term evolution of the Sheffield Street Tree Partnership will be taken to the Strategy & Resources Committee in July 24.

The Delivery Plan is appended to this report (see appendix 2) and sets out progress against actions for the Committee's consideration. A summary of the key issues is set out below.

1.3 **Town Hall Plaque**

- 1.3.1 The Capital Delivery Service has drafted an initial design for the plaque with two options for wording. Initial, informal feedback was sought from key stakeholders, including Sheffield Street Tree Partnership, Sheffield Tree Action Groups and Waste and Street Scene Policy Committee members. Further involvement is now being planned with Sheffield Tree Action Groups to develop the plaque design which will be taken through a public consultation process prior to sign off, ready for manufacture and installation by March 6th 2024.

1.4 **Outstanding Core Investment Programme Design and Delivery**

- 1.4.1 At the point the tree replacement programme was paused in 2018, there were 78 streets from the original core investment programme (CIP) of the contract where surfacing was not completed.

Following the joint inspection programme between the Council, Amey and members of Sheffield Tree Action Group in 2019 a number of these have been addressed. Further progress has been made since by the Council, Amey and the Street Tree Partnership in collaboratively inspecting, assessing, designing and delivering engineering solutions and resurfacing works.

This means that the backlog of outstanding streets has been reduced by two-thirds to 26.

The Council's response to the Street Tree Inquiry committed to having designs in place for these remaining streets by March 2024, and to have the relevant engineering works to retain these trees and allow road and footway surfacing to be completed by the end of the 2024/25 financial year.

- 1.4.2 The high level plan for the design process for the outstanding Core Investment Programme streets has been agreed, and sets out clearly the roles and responsibilities of the Council, Amey and the Sheffield Street Tree Partnership:
- Amey prepare design/engineering solution and Road Safety Audits
 - Designs shared with the Sheffield Street Tree Partnership (SSTP), who will have a fixed timescale to provide formal response.
 - SCC prepares public consultation materials, incorporating SSTP's formal response.
 - 3 week consultation with the public which may include engagement sessions
 - Head of Highways to consider feedback and make a delegated decision on way forward. Where the decision is deemed contentious, it will be referred to Committee for a decision.
- 1.4.3 Work on the designs for the 26 roads which are outstanding is now underway. The most up to date position on these roads is included at appendix 3.
- 1.4.4 Whilst the design process is well underway, the challenges of designing solutions which retain as many trees as is possible and delivering a safe, compliant and accessible highway network has proven complex. Resolving these issues satisfactorily has caused some delays in the programme.
- 1.4.5 To increase capacity and provide assurance that the Council and Amey will meet the deadline set down in the Inquiry response, additional consultancy design resource has been commissioned to complete designs for 8 of the outstanding streets. There are also a range of other measures which are now in place to speed up the design process (set out in the delivery plan).

Both Amey, and the additional consultant have given assurances that detailed designs will be delivered by the March 24 deadline. The Director of Street Scene and Regulation is monitoring progress closely with weekly progress reports between all parties and will seek further mitigations, and escalate to this Committee, if required.

1.5 Resilience of Resource for the Sheffield Street Tree Partnership

- 1.5.1 Good progress has been made on providing resilience of resource for the Sheffield Street Tree Partnership.
- 1.5.2 As per the actions in the response to the Street Tree Inquiry: SCC Director level membership of the STTP and director level oversight from Amey has been implemented; annual meetings between SCC's Chief Executive and SSTP have been established; and recruitment of a Business Manager to provide dedicated administrative and facilitation support to the SSTP is complete.
- 1.5.3 The recommendations included an action to investigate how to support the Street Tree Partnership to continue to develop and continuously improve including looking at: decision making, elected member engagement, information sharing, external scrutiny and status. Progress highlights include:
- Supporting SSTP improvement activity including refreshing the SSTP Terms of Reference, SSTP website launch, developing a Partnership Charter, facilitating twice yearly SSTP Awaydays, grant funding a Partnership & University of Sheffield led project to develop a key SSTP priority – the Strategic Planting Palette.
 - Councillor engagement sessions were held during summer 2023 to help elected members understand the work of SSTP and how to engage with it; and lead members from the Waste & Street Scene Policy Committee attended the September SSTP meeting for a constructive discussion on how elected members can support the Partnership's work.
 - Implementation of Non-Disclosure Agreements to enable better information sharing with Partners around 3rd Party Tree reports for subsidence issues.
 - Grant funding Sheffield & Rotherham Wildlife Trust to host and manage the Partnership Manager role for a trial period of 12 months, providing greater autonomy for the Partnership.

We have plans in place to continue to develop this work with the Street Tree Partnership over the coming year.

1.6 Streets Ahead Contract Performance

- 1.6.1 Activity is on track to deliver the actions relating to Streets Ahead contract performance.
- 1.6.2 The refresh of the Streets Ahead Strategic Management Board was completed through a review of its Governance and Terms of Reference in September.

- 1.6.3 To address the recommendation around the strategic management of the Street Ahead contract, the Infrastructure and Projects Authority (IPA) have been engaged to carry out an Operational Health Check of the contract. This will include a full review of the contract delivery. The indicative timescale for this to be undertaken is February 24 but we are awaiting confirmation of the specific date.
- 1.6.4 Activity has not yet begun on the longer term actions around planning for the end of the contract. This will be programmed in for an appropriate time, following best practice and as per the recommendations in the response to the Street Tree Inquiry.

2. HOW DOES THIS DECISION CONTRIBUTE ?

- 2.1 The response to the Street Tree Inquiry stated that agreement of the actions in the report would contribute to the ongoing reconciliation following the street trees dispute and enable the Council to take decisive shorter- and longer-term action to support reconciliation, improve the support to the Sheffield Street Tree Partnership, the management of the Streets Ahead contract and essential Council processes. It would also enable the people of Sheffield to see and keep track of the action being taken, to assure them of the Council's commitment to making systematic change in response to the report. This update contributes to that commitment, and aims to provide assurance to the Waste and Street Scene Policy Committee, and the people of Sheffield, that progress is being made towards implementing recommendations 5-7 of the Street Tree Inquiry Response.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 The recommendations and actions that this paper is reporting against were developed using Sir Mark Lowcock's Inquiry report as a foundation. The Inquiry received over 1.1 million documents and met with 159 people in private and 26 people at 32 hours of public hearings.

The development of the actions was further supported by engagement with individuals and services across the Council, including senior management and elected members; Amey; representations from individuals and representative groups; an Implementation Working Group with attendees external to the Council; and the Extraordinary General Meeting (EGM) on 10 May, and the discussion sessions that followed it, which compiled views on implementation of the Streets Ahead recommendations. In completing the actions summarised in this report we have worked collaboratively with the SSTP and had informal conversations with a range of stakeholders around the progress towards the plaque.

- 3.2 Consultation is planned as part of the implementation of two of the actions referenced in this update report:

- i) Consultation will take place as part of the process for agreeing the design and wording of the Town Hall Plaque to the Street Tree Dispute.
- ii) Consultation will take place with Sheffield Street Tree Partnership and the public as part of the process for agreeing the designs for the streets outstanding from 2018.

Updates on this activity will be provided in any future updates to the Committee.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality Implications

4.1.1 The actions agreed in the report to the Strategy & Resources Committee in June 2023 were developed with equalities implications in mind. The actions recommended to support the management of the Streets Ahead contract and Sheffield Street Trees Partnership, and that are therefore relevant to this update, underline the Council's commitment to ensuring good management of the city's green infrastructure for the benefit of all citizens. This will support the Sheffield Street Tree Partnership's Strategy aim to increase the city's tree canopy, bringing with it health benefits which particularly help those with existing health conditions, the very young and the elderly. The Strategy also aims to increase the equity of canopy cover, bringing the benefits to low-cover and more disadvantaged areas. During the dispute the Council at times used accessibility rationales to justify messaging around the removal of trees. The June report, and activity since then, does not do this as disabled people have a right to both accessible highways and green infrastructure.

4.1.2 The Equality Impact Assessment undertaken for the June S&R report is attached at appendix 4.

4.2 Financial and Commercial Implications

4.2.1 There are no financial or commercial implications in this report. The activity described in the report has been funded through existing budgets and funding identified in the June report to Strategy & Resources to facilitate the report's recommendations.

4.3 Legal Implications

4.3.1 There are no legal implications.

4.4 Climate Implications

4.4.1 A full climate impact assessment was not deemed necessary for the response to the Street Tree Inquiry, however the climate implications of

the actions in the report were considered in relation to the categories in the CIA tool. There are considered to be impacts in the following categories:

Influence. The actions within the response to the Street Tree Inquiry support the actions of the Sheffield Street Trees Partnership's (STTP) Strategy. STTP Strategy includes raising awareness of the benefits and value of street trees and driving community engagement with how they can be looked after. This is supported by community events such as the recent Tree Fayre and the new STTP website. The Strategy sees the Council working with partners to achieve aims including increasing the street tree canopy including increasing the benefits of this in low-cover and deprived areas.

Nature and Land Use. Increasing the street tree canopy will add to the city's green infrastructure and have a beneficial effect on carbon capture, and make sure tree planting considers climate resilience and contribution to biodiversity, as well as aesthetic appeal.

Adaptation. Increasing the street tree canopy including increasing the benefits of this in low-cover and deprived areas ensure the principle of Just Transition can be applied. Increased canopy cover can also help reduce the heat island effect during extreme heat events and improve the resilience of the city in the face of the impacts of climate change. It will be important to consider the predicted climate changes for the city in terms of average temperatures and rainfall when considering species suitability (this is being directly addressed through the SSTP Strategic Planting Palette project).

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1 The Waste and Street Scene Policy Committee requested a progress report on the implementation of the recommendations from the Street Tree Inquiry response that fall within its remit. No alternative options were therefore considered.

6. REASONS FOR RECOMMENDATIONS

- 6.1 This report sets out progress on delivering recommendations 5-7 of the response to the Street Tree Inquiry. The Waste & Street Scene Policy Committee is recommended to note the update.

Category	Recommendation	Action	Corporate monitoring		Responsible Committee	Deadline	Status
			Officer	Board			
Accountability		Bring to the June S&R committee a report setting out how each of the Inquiry's recommendations will be implemented.	Chief Executive	Senior Leadership Board	Strategy and Resources	19-Jun-23	Complete
		Report against progress on these actions and those for other recent reports during winter 2023.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Dec-23	
		Report against progress on these actions and those for other recent reports during summer 2024.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Jul-24	
Reconciliation	1 and 3	Overarching apology agreed, hosted in a permanent location on the Council's website and proactively distributed to local media and interested bodies named in the Inquiry report.	Director of Policy and Democratic Engagement	Performance and delivery	Strategy and Resources	30-Jun-23	
		Apologies based on the overarching apology issued to the nine categories of people and organisations detailed in the June 2023 S&R report.	Director of Policy and Democratic Engagement // General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	01-Sep-23	
		Mechanism to enable individuals who are owed an apology to self-identify in place and apologies given.	Director of Policy and Democratic Engagement	Performance and delivery	Strategy and Resources	31-Oct-23	
	4	Drop pursuit of outstanding Court ordered costs resulting from legal action during the dispute.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	Mar-23	Complete
		Reimburse people who made payments against Court ordered costs resulting from legal action during the dispute.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	Apr-23	Complete
	10 May Extraordinary General Meeting motion	Install a plaque "in recognition of those who fought for our environmental heritage and were vindicated, and to serve as a reminder to all elected members that this failure of leadership will never happen again."	Director of Street Scene & Regulations Services	Performance and delivery	Strategy and Resources	Mar-24	
	7	Have designs in place for all roads outstanding from 2018, including the Sheffield Street Tree Partnership in this process.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Mar-24	
Complete work on roads outstanding from 2018.					30-Apr-25		
5	Ensure director level Sheffield Street Tree Partnership membership from the Council and director level oversight from Amey.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Ongoing	Complete	
	Chief Executive to meet with the Sheffield Street Tree Partnership annually.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Ongoing	Complete	
	Complete recruitment for a Business Manager post to provide dedicated administrative and facilitation support to the Sheffield Street Tree Partnership.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	30-Sep-23		

Streets Ahead

	Investigate how to support the Sheffield Street Tree Partnership to continue to develop and continuously improve including looking at: decision making, elected member engagement, information sharing, external scrutiny and status.	Director of Street Scene & Regulations Services	Performance and delivery	Strategy and Resources	Jul-24	
6	Create new roles and capacity to support Streets Ahead: contract requirements; budget and statutory duties; approaches which evolve to meet local needs; preparation, design, delivery and recording of work to existing and new sections of the highway; working across Council boundaries.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Oct-23	
7	Work with Amey to ensure that the design of the tree inspector capacity meets the needs of the current street tree stock and the ambitions of the Sheffield Street Tree Partnership strategy.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Dec-23	
6	Update and keep as a living document the Streets Ahead business case, in line with best practice.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Dec-23	
	Review the function of the strategic management board.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Dec-23	
	Comprehensive analysis of the capacity and skills needed to manage the Streets Ahead contract strategically across the next 14 years.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Apr-25	
	Develop high-level principles to set the approach for planning the end of the contract in 2037 at least 7 years in advance of the end of the contract.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Dec-29	
	Commence work with Amey, other authorities and central government to understand the impact of many PFI projects coming to an end within a short period of time.	Director of Street Scene & Regulations Services	Performance and delivery	Waste and Street Scene Committee	Apr-25	
8	Commission case studies which exemplify the issues highlighted by a range of reports and the good practice which exists across the organisation (particularly on partnership working).	Chief Operating Officer	Performance and delivery	Strategy and Resources	Dec-23	
10 & 8	Develop plans to embed a climate of engagement.	Director of Policy and Democratic Engagement	Performance and delivery	Strategy and Resources	Apr-24	
11	Implement any immediate actions arising from the consensual ICO FOI audit.	Programme Director, Future Sheffield	Performance and delivery	Strategy and Resources	30-Sep-23	
	Contact the LGO to liaise with them on the Inquiry report and the Council's plans to respond to the recommendations.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	30-Sep-23	
10	Prioritise work on the cultural aspects of governance.	Director of Policy and Democratic Engagement	Performance and delivery	Strategy and Resources	Apr-24	
	Create a Senior Manager Pledge.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Dec-23	

Wider Council	9	Take to audit and standards committee a report on whether the standards regime and Councillor Code of Conduct need updating.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	Dec-23	
	11	Embed ways of working which support good information management and communication.	Programme Director, Future Sheffield	Performance and delivery	Strategy and Resources	Jul-24	
	10 & 8	Implement further options identified to increase engagement.	Director of Policy and Democratic Engagement	Performance and delivery	Strategy and Resources	Apr-25	
		Implement any recommendations from the LGO.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	Timings to be determined based on LGO view	
	10	Commence assessing the relative merits of different models for overseeing large scale contracts.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Apr-25	
		Commence investigating how we enable peer support between organisations with similar governance responsibilities.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Apr-25	
	9	Further develop and implement an employee engagement strategy.	Chief Operating Officer	Performance and delivery	Strategy and Resources	Apr-25	
		Take forward actions identified by the report to audit and standards committee on the standards regime and Councillor Code of Conduct.	General Counsel and Monitoring Officer	Performance and delivery	Strategy and Resources	Apr-25	

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Neighbourhood Services Street Scene & Regulation

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

Date: 4-12-23

Waste & Street Scene Policy Committee Update

Monitoring Timelines:

Highlight Report

Produced monthly and shared with Executive Director, Neighbourhood Services.

Internal. P&D checkpoints:

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

Committee

December 20th 2023 update on progress to Waste and Street Scene Policy Committee

Inclusion in winter 2023 S&R report.

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

Escalation if needed

Executive Director, Neighbourhood Services.

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

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

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

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

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

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

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

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

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

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

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

Appendix 3

Core Investment Programme Roads – Position Statement as at 11th December 2023.

The Core Investment Programme (CIP) design programme has been developed in a total of 6 phases. Phases 1-5 are being undertaken by Amey, and Phase 6 will be undertaken by the additional design consultant in two stages.

Phase 1 Dunkeld Road Banner Cross Road Silver Hill Road	Phase 2 Sandford Grove Road Hunter House Road Milton Road Steade Road	Phase 3 Kenwood Park Road Kenwood Road Chippinghouse Road Thornsett Road
Phase 4 Crescent Road Kenbourne Road Ladysmith Avenue Woodstock Road	Phase 5 Sheldon Road St Ronan's Road Edgebrook Road	Phase 6 (stage 1) Upper Albert Road Cliffefield Road Thompson Road Phase 6 (stage 2) Ecclesall Road Spring Hill Road Oxford Road Aldam Road Marcliffe Road

The design process is made up of key elements including:

Preliminary Design - This is the first stage of design work to check feasibility of proposals and bridges the gap between concept and detailed design.

Road Safety Audit - Any change to the highway network, whether new or improvements to existing, involve a change in user behaviour. This leads to increased risk and potential accidents. A formal road safety audit process is employed to give an independent assessment of a scheme. It ensures at key stages that safety aspects of design and implementation have been independently scrutinised and addressed in a systematic way.

Detailed Design Detailed design follows preliminary design and produces additional outputs such as drawings showing specifications and other details, and is sufficient to produce estimates.

The latest position (at the time of writing) of each phase of the design programme is set out below. Further progress will be updated verbally at the meeting.

Phase 1 - Detailed designs have been completed, and are currently going through the Road Safety Audit stage 2 process. Once this is complete, phase 1 roads will move to consultation with the SSTP and then the public as set out in 1.4.2 in the report.

Phases 2 & 3 – Detailed designs have been completed and Road Safety Audits stage 2 are planned to be carried out during December. Once this is complete, phase 2 and 3 roads will move to consultation with SSTP and then the public as set out in 1.4.2 of the report.

Phase 4 – Preliminary designs and Road Safety Audit stage 1 have been completed, and are now progressing to the detailed design stage.

Phase 5 – Preliminary designs are in development, due to be complete by mid-December.

Phase 6 – Design process is due to start mid-December.

PART A - Initial Impact Assessment

Proposal Name: Tree Inquiry Response (EIA ID: #2121)

EIA Author: Lucy Heyes

Proposal Outline: The report sets out how the Council will act on all of the recommendations from the Sheffield street trees Inquiry, published by Sir Mark Lowcock KCB on the 6 March 2023. The Council aims to ensure that the lessons of the Inquiry are learnt and systematic change made across the organisation to ensure that a dispute like this does not arise again in any service for which the Council is responsible.

Proposal Type: Budget

Entered on QTier: No

QTier Ref: #

Year Of Proposal: 23/24

Lead Director for proposal: Kate Josephs

Service Area: Chief Executive

EIA Start Date: 6/8/2023

Lead Equality Objective: Understanding Communities

Equality Lead Officer: Ed Sexton

Committees:

Policy Committees

- Strategy & Resources

Portfolio**Primary Portfolio:**

Street Scene & Regulations Services

EIA is cross portfolio:

Yes

Future Sheffield

EIA is joint with another organisation:

No

Overview of Impact**Overview Summary:**

The proposals aim to address all the of the recommendations of the Sheffield street trees Inquiry. In doing so, they support the ongoing aims of Street Scene & Regulations Services, in specific the management of the Streets Ahead contract and the achievements of the Sheffield Street Tree Partnership. The proposals around apologies and reconciliation aim to support the ongoing recovery from the dispute and improve trust between the Council and all residents. The overarching appology will be hosted on the Council's website and be available to all. Some groups require particular apologies, these will be sent directly to them. The recommendations related to the Streets head Contract and Sheffield Street Tree Partnership, support the Council's commitment to ensuring an equity of street tree canopy cover, including increasing the benefits of this in low cover and deprived areas. This should benefit those who live in those areas. There are documented mental health benefits to green infrastructure, these proposals support those to the benefit of all residents. The actions to address wider Council issues should improve services and processes for all residents equally.

Impacted characteristics:

- Poverty & Financial Inclusion

Consultation and other engagement

Cumulative Impact

Does the proposal have a cumulative impact:

Yes

The Inquiry received over 1.1 million documents and met with 159 people in private and 26 people at 32 hours of public hearings. This substantial evidence base was used to develop the Inquiry report which has been the foundation for the development of this report's recommended actions. The development of these actions has been supported by engagement with individuals and services across the Council, including the senior management, Amey and consultation with elected members. It has also been underpinned by representations from individuals, representative groups and a task-and-finish Implementation Working Group with attendees external to the Council. It also draws on the 10 May EGM, and the discussion sessions that followed it, which compiled views on implementation of the Streets Ahead and wider Council recommendations.

Impact areas:

Year on Year

Initial Sign-Off

Full impact assessment required:

Yes

Review Date:

6/1/2024

Health

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: By supporting the aims of the Sheffield Street Tree Partnership Strategy, this report supports the aims to increase the tree canopy across the city and see it more evenly distributed. There are documented benefits to wellbeing, particularly mental health, of green infrastructure. Street trees also provide physical health benefits through cutting pollution and increasing shade, reducing the temperature of urban areas in a way that most benefits those with existing health conditions or who are very young or elderly.

Name of Lead Health Officer:

Comprehensive Assessment Being Completed: No

Public Health Lead signed off health impact(s):

Disability

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: During the dispute at times the Council used accessibility reasoning to justify some of the messaging around why trees needed to be removed. These proposals do not do that, and instead support rights of those with disabilities to both access and green infrastructure.

Poverty & Financial Inclusion

Staff Impacted: No

Customers Impacted: Yes

Description of Impact: The recommendations related to the Streets head Contract and Sheffield Street Tree Partnership, support the Council's commitment to ensuring an equity of street tree canopy cover, including increasing the benefits of this in low cover and deprived areas.

Action Plan & Supporting Evidence

Outline of action plan: Implementation of the report's action as described and monitoring via the relevant boards and committees, listed within the report.

Action plan evidence: Sheffield Street Trees Partnership Strategy. Sheffield street trees Inquiry.

Changes made as a result of action plan:

Mitigation

Significant risk after mitigation measures: No

Outline of impact and risks:

Review Date

Review Date: 6/1/2024

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