

Streets Ahead Contract Data Sheet **Amey**

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

Purpose

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



Introduction

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

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

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

Service Area activities are:

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

Commercial Contract Management activities are:

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

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

The PSC service is also responsible for:

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

An overview of Amey

Amey has been in business for nearly 100 years. They are proud of their long history and the difference they make; serving the communities they work in, whatever the weather and whatever the challenge.

Amey creates safer, smarter, and sustainable places to live, work and travel. By designing, building, maintaining and investing in the country's services and infrastructure they make a difference including engineering, facilities management, utilities, transport, environmental services, defence and justice.

Amey Consulting

Amey Consulting takes the rich data businesses already have within their business and uses it to tell them things they didn't know. This helps those businesses to make more informed decisions around the creation, design, implementation, maintenance or disposal of business-critical assets.

This is backed up with consultancy and design services – and a unique expertise in operational experience – to support businesses to make the most of the assets and resources they have available.

Transport Infrastructure

Amey makes journeys better and exploring easier – by helping to make roads safer, railways smoother and streets and green spaces, clean.

Working through locally based teams, Amey supports communities by helping to create better, safer and more pleasant places through the provision of integrated highway design, well-designed streets, well-maintained grounds, modern public lighting and efficient winter maintenance solutions.

Waste Treatment

Amey protects the environment by encouraging everyone to reuse and recycle more – reducing the amount of waste going to landfill, creating energy from waste and keeping streets and public spaces, clean.

They see the potential in waste by reusing, recycling and turning it into energy. And they help local authorities do the same, working with them to design, build and manage treatment facilities. The waste treatment team cover everything from the doorstep right through to processing, recycling and creating energy from waste.

Amey: Streets Ahead

Secure Infrastructure

Amey Secure Infrastructure is the leading organisation Facilities and Estate Management. They look after thousands of assets on behalf of the client in secure environments, transforming the way clients live, work and travel. They ensure clients optimise their assets through data analytics and intelligent management to maximise performance, minimise cost and manage risk.

Utilities

Amey maintains vital infrastructure so that utility networks operate smoothly. In a nutshell, this means making sure that homes, offices and businesses are heated, the power is working and everyone has a quality supply of water.

Ferrovial – Parent Company

Amey is owned by Ferrovial, one of the world's leading infrastructure operators and municipal services companies. They are part of its Ferrovial Services business line.

Ferrovial Services is a provider of end-to-end solutions for cities and infrastructure. With a solid international presence in stable regions such as the UK, Spain, Australia, New Zealand, the United States and Chile, and with a workforce of more than 69,000, the company provides integrated asset management services throughout the life cycle: from consultation, design and planning to operation, optimisation and maintenance.

Amey Hallam Highways Ltd

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



Amey: Streets Ahead

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



Amey's Local Operating Bases

AMEY

Amey Hallam Highways Ltd (Amey)

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

Operational Depots: Olive Grove and Ecclesfield

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

How to Contact Amey

Streets Ahead Contract:

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

Project twitter feed:- @sccstreetsahead

How to contact us:

Email: streetsahead@sheffield.gov.uk

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

Telephone: 0114 27 34567

Full Description of Services provided

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

- Maintenance of roads, bridges and highway structures, highway trees, grass verges and landscaped areas, traffic lights, streetlights, highway drainage and highway signs
- Street cleansing including removal of fly tipping
- Maintenance of street furniture including nameplates, bollards, safety fences, barriers and benches

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

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

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

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

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

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

Key Facts and Figures

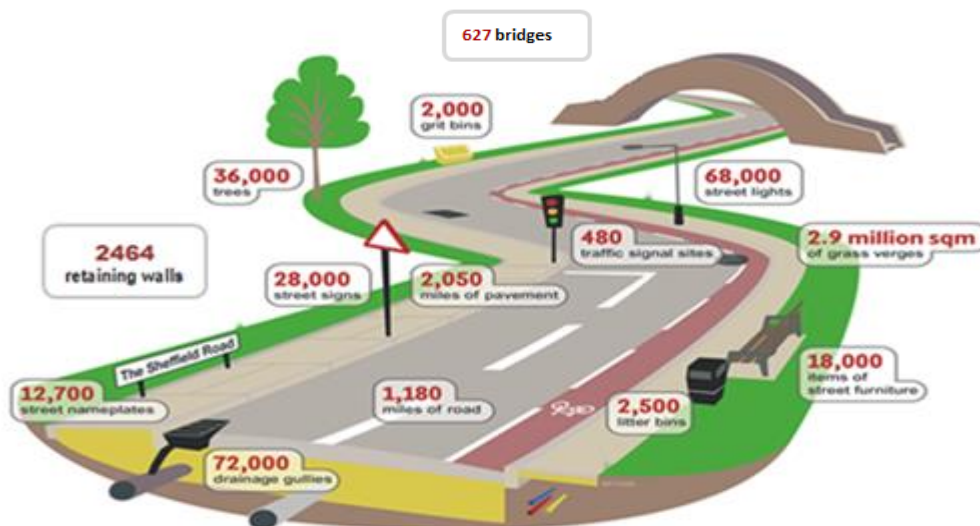
Contract Period – 20 August 2012 – 19 August 2037 (25-year Contract Term)

Contract Value – £1.95bn

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

Continuous and significant cuts to Council budgets has meant that an increased effort to make savings has been necessary. During 2016, Sheffield City Council made significant cost savings to the Streets Ahead Contract through a refinancing arrangement. In 2018, changes to the Grounds Maintenance and Street Cleaning schedules also resulted in a further cost saving. In 2020 additional savings were achieved due to changes to a communications protocol, and other changes to performance requirements, details of which can be found: <http://democracy.sheffield.gov.uk/documents/s27527/Changes%20to%20Environmental%20Maintenance%20Services.pdf>. As such the contract value above has been amended to account for this

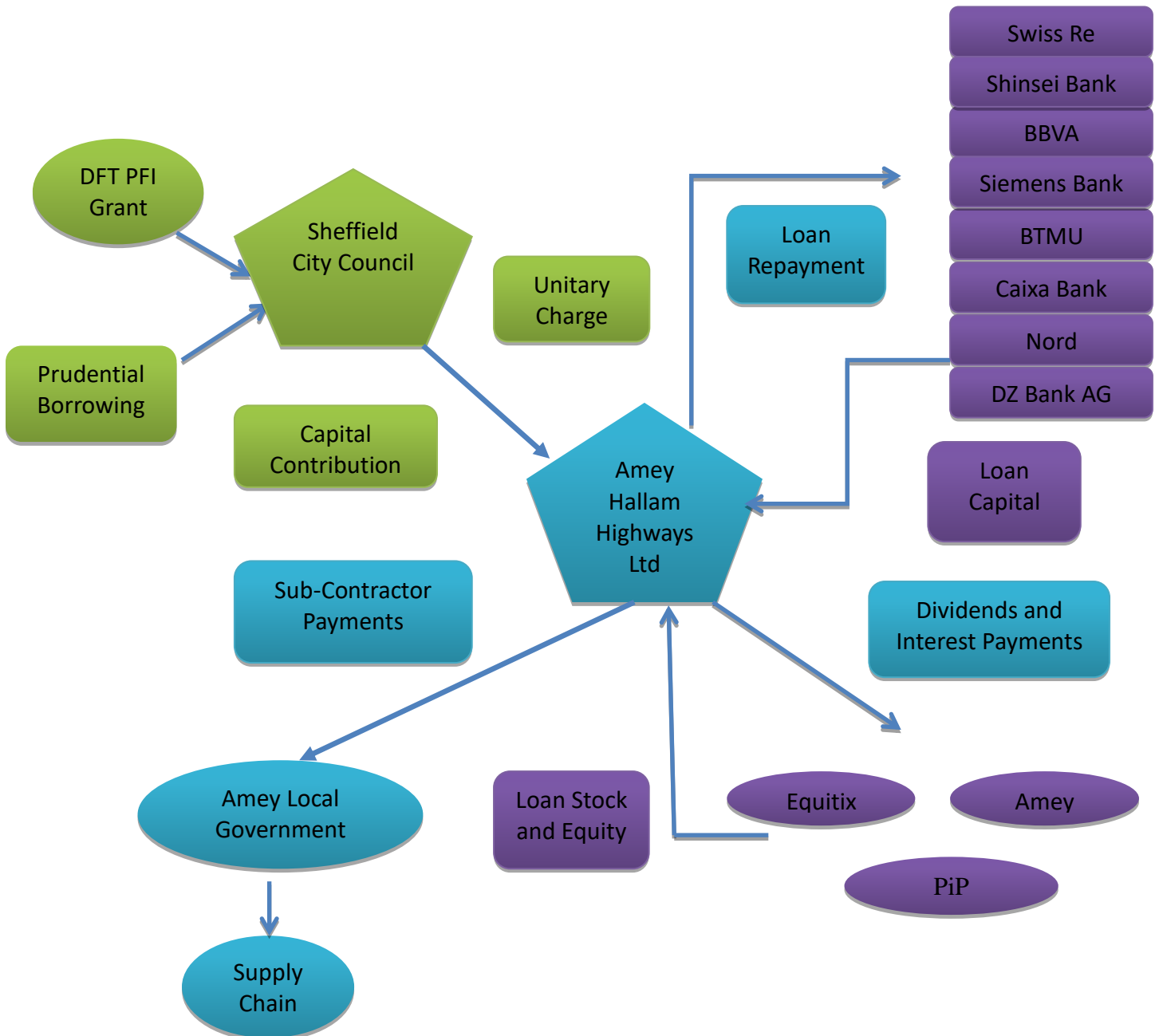
The diagram below depicts the scale of the highway maintenance service being provided.



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

Streets Ahead Contract Funding

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



Contract Management

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

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

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

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

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

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

Key Performance Data

Monthly Metrics: August 2020

Service: Immediate Response	No. of Requests for Service	% Achievement within Contractual Timescales
Grounds Maintenance	45	100%
Highways	205	99.51%
Street Lighting	36	100%
Structures	7	100%
Traffic Signals/ITS	272	100%
Street Cleaning	49	100%

Service: Non-Immediate Response	No. of Requests for Service	% Achievement within Contractual Timescales
Grounds Maintenance	532	87.59%
Highways	3086	97.27%
Street Lighting, Signs and Lines	2994	99.89%
Structures	88	100%
Traffic Signals/ITS	460	99.13%
Street Cleaning	1464	100%

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

Amey's Recruitment, Employment and Apprenticeship Initiatives

Recruitment and Employment

From the start of the Streets Ahead Contract Amey has worked in partnership with Sheffield College, Job Centre Plus and local youth and community groups to maximise employment opportunities for local people.

Streets Ahead has recently worked with Youth Charity Endeavour, Sheaf Training and The Youth Justice Service. In February 2019 Amey started working with the 'Forging Ahead' project partnering with the prison and probation service, police and Total Training. Forging Ahead works directly with offenders to reduce reoffending and change lives through training and support into the workplace.

Amey offers interview skills training, mock interviews, career aspiration workshops and work experience to all of these groups to help support social mobility in the region.

Work Experience

Amey works with local schools and colleges to help them achieve the Gatsby Benchmarks by offering valuable work experience to young people between the ages of 14-18

During 2019 seven students undertook placements from Parkwood Academy, King Edward V11, Silverdale, UTC and Meadowhead School. The placements offered are office based, and allow students to spend time in a variety of departments including Customer services, The Sign Shop, Urban Traffic Control (UTC), Finance and IT.

Feedback from a student who participated in the programme in 2019:

'This week has honestly been absolutely amazing and I'm sad to be going back to school and leaving you all behind. Everyone has been so nice, down to earth and extremely welcoming, which I appreciate so so much. Maybe, in the future I'll be able to join the Amey team, this is an experience I'll never forget.'

In addition to the work experience programme Amey also offer interview preparation sessions and mock interviews to different schools and colleges throughout the academic year.

Amey also recognise needs for diversity within the industry and have developed programmes to encourage female participants to consider careers within this industry. Amey works actively with both schools and local college to raise awareness of the importance of STEM education for young girls, both locally and nationally, and inspire more girls to be part of future talent pipelines. The Challenge Cup event brings girls aged 13-15 into our workplaces to work with engineers for a day to solve a real-life engineering problem. It looks at all aspects of an engineering project including planning, budgeting and managing risk, and culminates with teams presenting to a judging panel. It was designed to show how many different roles are

available within the technology and engineering sectors, as well as influence underprivileged and working-class schoolgirls to break the status quo and consider alternative careers

Supported Internships

Amey runs a Supported Internship Programme in partnership with Sheffield College. Since January 2017, fourteen young people have completed this award-winning initiative which helps young people with learning or physical disabilities transition from education to employment. Interns undertake employability training, improve their maths and English, receive careers advice, attend Jobs Fairs and learn about Traineeship and Apprenticeship Schemes. The interns develop new skills their confidence improves dramatically. Most Interns go on to gain employment and four have gained Apprenticeships with Amey. Amey works with Autism Plus to support those who gain apprenticeships study for their NVQ's and transition to the new roles.

Graduate Programme

Amey has a Graduate Programme which, since August 2012, has employed 21 graduates from both Sheffield Universities, Manchester, Liverpool, Derby and Hull.

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

In 2019 Amey had two graduates in post, both involved in a variety of work-based projects and assignments in addition to their central roles in the Commercial and Performance teams.

Apprenticeships

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

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

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

Amey's apprenticeship programme provides NVQ qualifications at Levels 2 and 3. The apprentices attend college in addition to receiving tuition in functional skills (literacy and numeracy) at a level relevant to their respective qualifications. Amey have worked with the Sheffield College and other training providers to develop NVQ courses which are relevant to

the highways industry. Apprentices gain nationally recognised, accredited qualifications providing the skills they will need within their career.

During September 2019 eight apprentices started employment with Amey in Grounds Maintenance, Arboriculture, Traffic Management, Drainage, Paving and Highways. In October 2019 all the 2017 intake Apprentices successfully completed their apprenticeships and gained level 2 diplomas, with many obtaining permanent roles across the contract. Apprentices from the 2018 intake commenced their final year and will complete their Apprenticeships between September and December 2020.

Amey in the Community

Streets Ahead continue to work with local communities to tackle litter issues across the city.

The Education Officer visits schools and youth groups to deliver anti-littering assemblies and workshops. The sessions are designed to educate young people on the economic, social and environmental costs of littering.

Streets Ahead continuing to work with and support volunteer litter picking groups, responding to requests for litter collection as and when required across the city. These groups are helping to make a difference to litter and people's perception of it.

Charity days

All Amey employees are entitled and encouraged to take one paid day per year to work on a project in the local community. The activity must benefit a not-for-profit organisation, or a UK registered charity that supports the environment, the local economy, education or employment.

During May, Streets Ahead worked closely with Brightside Nursery and Infant School to deliver a community day project where they helped to build a wildlife garden and Forest school. The team cleared the grounds, created an edging for a sensory path, built raised beds and donated topsoil, wood chippings, bird and bat boxes. To complement this activity the Education Officer delivered several curriculum-based workshops linked to growing and the environment.

Supporting charities

Amey are supporting various charities including The DofE (Amey's corporate charity), Trussell Trust (Foodbanks) and various charities via community day support. In 2020 Amey's employee chosen charity was confirmed as Cancer Research UK who will benefit from support across Amey for a period of 2 years through fundraising and community days.

Streets Ahead: Thriving Neighbourhoods and Communities

A key Council priority with intrinsic links to the Streets Ahead contract is 'Thriving Neighbourhoods and Communities' looking at improving the environment of local communities. To be able to maximise potential and fund this, the Sponsorship project has been a success in involving local businesses both small and large to get involved in corporate social responsibility by sponsoring highway assets. Our highway assets provide vital infrastructure to business, industry and to the lives of thousands of people every day. Our roundabouts and highway assets are situated on the highway network which serves as the gateways to the city and the city centre business parks, shopping centres and workplaces.



Amey: Streets Ahead

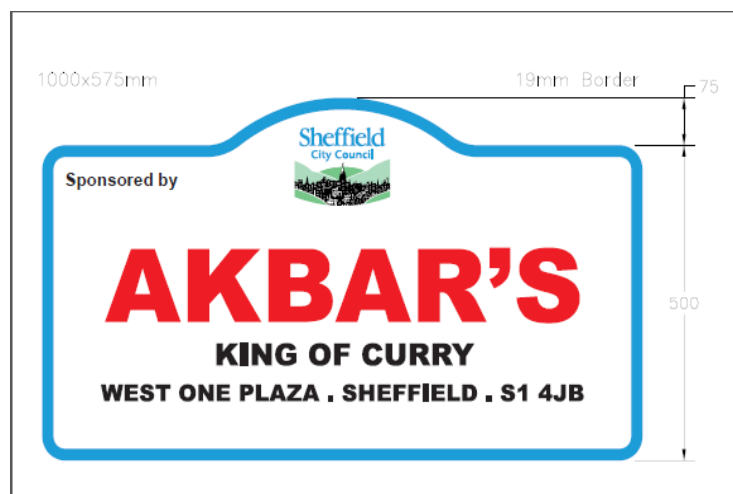
The main objectives of the sponsorship initiative are:

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

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

Sponsorship of Roundabout and Boundary Signs

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



Amey: Streets Ahead

Our Sponsorship initiative covers right across the borough and is an inclusive way to support all local businesses to match their budgets.



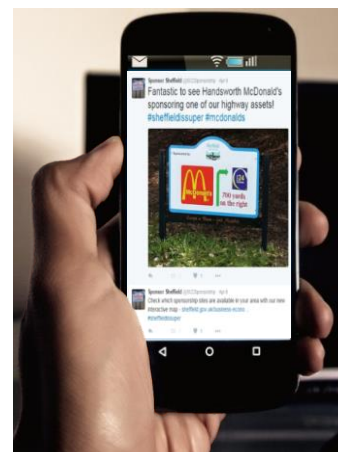
Activity on sponsorship can also be followed via our Twitter and LinkedIn accounts:



@SCCSponsorship



Highways and Property Commercial Team



Streets Ahead: Thriving Neighbourhoods and Communities (cont.)

Keep Sheffield Clean: Litter Bin Sponsorship

The Council also encourages sponsorships of local High St Litter Bins to help keep Sheffield clean and tidy. As part of the Clean Sheffield campaign, residents and businesses are encouraged to take ownership of their communities and to work with the Council.

The campaign was introduced in 2016 to support residents and businesses to play their part and dispose of litter in the facilities provided whilst keeping the city clean. We also work with local schools to educate young people about the effects litter can have in their local communities. Amey contribute to support the council via road shows and working directly with schools and community groups to do litter picks.

#CLEANSHEFFIELD



Planters – Sponsorship



Parks Sponsorship

The council has recently added a new scheme into the Sponsorship portfolio in the form of park assets. The scheme will allow businesses to sponsor a variety of park assets across the City in various locations. The scheme will help to increase the visual appeal of the area due to the attractive flowers and upkeep of historic monuments.

Parks are the ultimate democratic spaces: no entrance fees, no need to spend money, places which people from all backgrounds use and value.

A detailed green and open space survey was carried out with local residents across Sheffield. Of the respondents:

- ❖ 50% said they visited their favourite open spaces at least once a week.
- ❖ Most popular for daily visits were to those with 'multi-purpose' sites, such as our parks and gardens, which are both local, easy to reach and of wide appeal.
- ❖ Woodland and countryside are also clearly important to Sheffield, being visited at least each week or month

Benefits to local communities and environment

- ❖ Increased investment in the local environment, contributing to improved public parks and environment.

- ❖ Increased use of green space contributes to health and wellbeing. The spaces are used for all sorts of sports activities such as skateboarding, cycling, pitches for football, mini golf course, bowling, running areas, nature trails, dog walking and many more.

This partnership opportunity is exceptional in that whilst helping to improve the environment for local communities and enhancing the feeling of well-being to all the visitors to the park, local businesses are also able to achieve the aims and objectives of their Corporate Social Responsibility.

The first example of a park sponsorship can be seen at the entrance to Endcliffe Park sponsored by Aviva.



Diversity of Assets for Sponsorship in Sheffield City

