

CABINET

**Venue: Conference Room, Advanced Manufacturing Park
Technology Centre, Advanced Manufacturing Park, Brunel Way, Catcliffe, Rotherham.
(Use Sat Nav postcode S60 5TZ for the adjacent AMRC building)**

Date: Wednesday, 9 February 2011

Time: 10.30 a.m.

A G E N D A **Directions Attached**

1. Questions from Members of the Public
2. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
3. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
4. Minutes of the previous meeting held on 19th January, 2011 (copy supplied separately)
5. School Closures Due to Extreme Weather (Pages 2 - 11)
 - Strategic Director of Children and Young People's Services to report.
6. Corporate Risk Register (Pages 12 - 37)
 - Strategic Director of Finance to report.
7. Rother Valley Country Park Update (Pages 38 - 52)
 - Strategic Director of Environment and Development Services to report.
8. Sheffield City Region Transport Strategy (2011-2026) and South Yorkshire LTP Implementation Plan (2011-2015) (Pages 53 - 135)
 - Strategic Director of Environment and Development Services to report.
9. Groundworks Trusts Panel (Pages 136 - 143)
 - Chief Executive to report.

10. Exclusion of the Press and Public
The following items are likely to be considered in the absence of the press and public as being exempt under those paragraphs listed below of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended March 2006):-
11. Rother Valley Country Park - Pithouse West Site (Pages 144 - 231)
 - Strategic Director of Environment and Development Services to report.

(Exempt under Paragraph 3 of the Action – information relates to financial and business affairs)
12. South Yorkshire Trading Standards Unit (Pages 232 - 237)
 - Chief Executive to report.

(Exempt under Paragraph 5 of the Act – information in respect of legal proceedings)



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By Car from M1

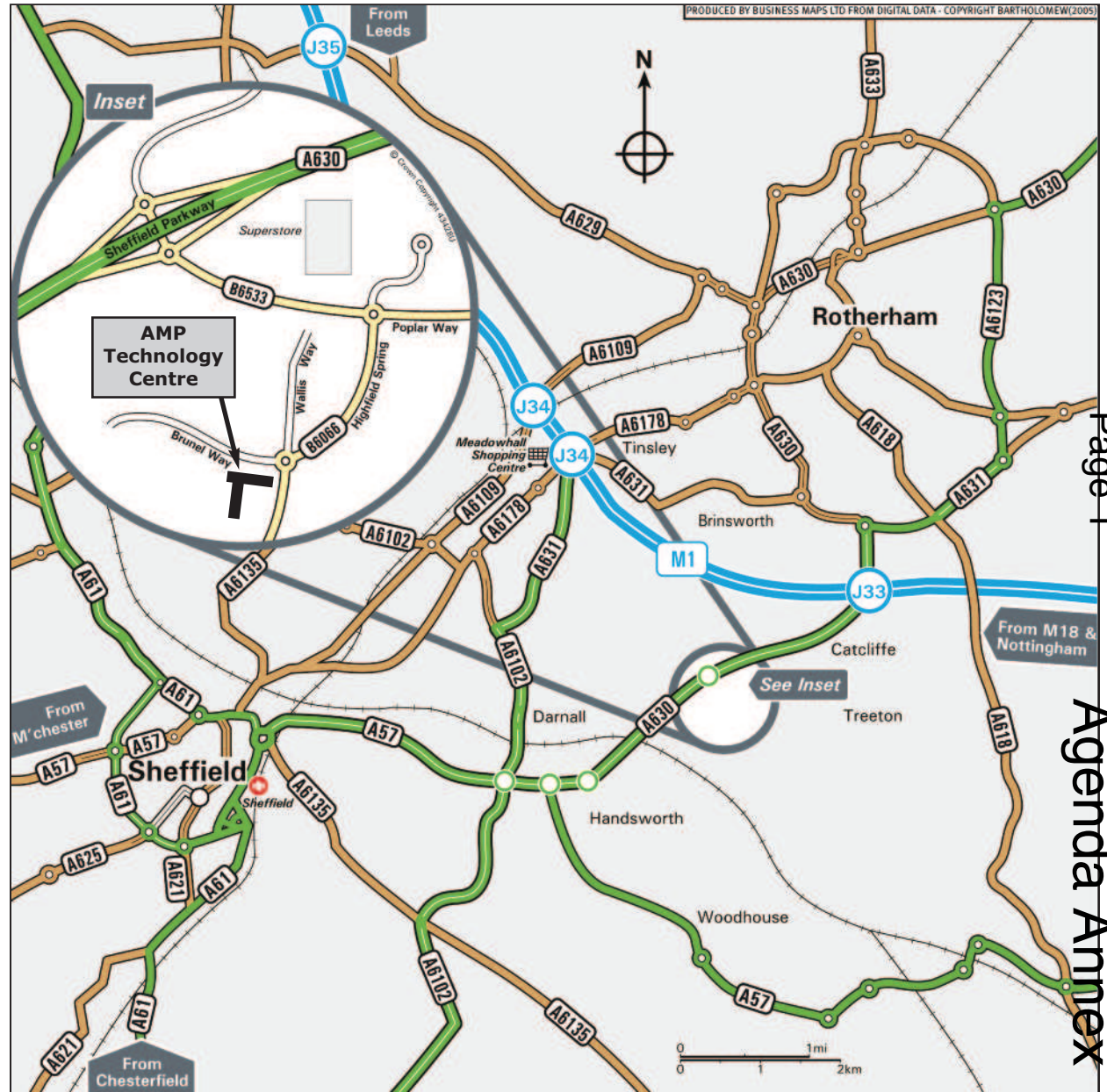
- Leave the M1 at junction 33 (signposted to Sheffield Centre, Rotherham, A630) and join the A630 for Sheffield
- Continue on the A630 for approx. 1 mile and take the slip road exit signposted Advanced Manufacturing Park
- At the next roundabout take the second exit onto Brunel Way into the Advanced Manufacturing Park

By Train

- Sheffield Midland station receives regular services from Newcastle Central, Manchester Piccadilly and London St. Pancras
- The Advanced Manufacturing Park is a short taxi ride from the station
- For further train service information please telephone the National Rail Enquiry Line on 08457 48 49 50 or visit www.nationalrail.co.uk

**AMP Technology Centre
Advanced Manufacturing Park
Brunel Way, Catcliffe
Rotherham, S60 5WG**
Telephone: 0114 254 1200

Post code for Sat Nav: S60 5TZ
(on some sat navs S60 5WG takes you into the centre of Rotherham as it is a new address. S60 5TZ is the post code for the adjacent AMRC building)



ROTHERHAM BOROUGH COUNCIL – REPORT TO CABINET
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1.	Meeting:	Cabinet
2.	Date:	9th February, 2011
3.	Title:	School Closures Due to Extreme Weather
4.	Directorate:	Children and Young People's Services

5. Summary

This report outlines the progress made by Children and Young People's Services in response to the findings and recommendations of the scrutiny review into 'School closures due to extreme weather', undertaken by the Children and Young People's Scrutiny Panel. (The report and findings were endorsed by Children and Young People's Scrutiny Panel and Performance and Scrutiny Overview Committee at their meetings of 15 October 2010 and 22 October 2010 respectively).

6. Recommendations

- a. **That Cabinet notes the actions taken by Children and Young People's Services in response to the report and the progress made.**

7. Proposals and Details

7.1 The review, chaired by Cllr Ann Russell, looked at:

- current policy and legal responsibilities
- operational arrangements – what is in place locally and how does this compare with practice elsewhere?
- can other support be provided?
- how we communicate closure to parents

Questions were raised about the procedures for closure of schools during periods of adverse weather or in other emergencies. The Children and Young People's Scrutiny Panel was asked to undertake a short review to see if lessons can be learnt to ensure that future disruption is minimised.

The review began its evidence gathering in February 2010. Interviews were organised with Cabinet Members and relevant officers. In addition, the review group received written submissions and spoke to a number of Headteachers and Senior Staff from Primary and Secondary Schools.

7.2 The recommendations from the review are detailed below including the progress made by Children and Young People's Services in response:

1. *The LA should reissue the guidance to schools with an emphasis on the presumption that schools should remain open unless faced by extraordinary circumstances:*

The guidance on exceptional school closures was updated following the recommendations and emphasises the importance of remaining open wherever practical. The guidance is issued to schools termly and in response to severe weather warnings eg snow of 2009 and 2010.

2. *The LA should confirm with governing bodies their approach to delivering the statutory 190 days of learning and in the case of closure, how they are able to make up some or all of the lost time:*

The guidance on exceptional school closures was updated to reflect this recommendation – schools are advised to consider setting work where possible / practical eg in advance of severe weather warnings as a contingency or by using technology eg. Email to parents / pupils, texts, phone calls to parents, school websites etc. The guidance on closures was originally rolled out via chair and vice chair of governors and head teacher briefings with the instruction that it would be reviewed periodically and reissued.

In relation to the delivery of 190 statutory days of learning, schools are able to set more work or homework for pupils to catch up but are not able to require pupils to attend schools for additional hours. Any decision to ask pupils to stay at school outside normal school hours would require parental consent as is the case for detention, out of school clubs etc. Responsibility for the provision of 190 days statutory learning is delegated to the Head Teacher / Governing Body.

3. *The LA should collate strategies or actions that have or would assist in maintaining a 'school open' status. This good practice should be shared with colleagues across cluster groups and wider school communities:*

CYPS / HR Manager are currently in discussion with unions via the Officer / Union group forum, in relation to the feasibility of school staff reporting to the school nearest to their home as opposed to their school of employment in the event of severe weather periods. The guidance on school closures has also been updated to include schools considering later opening, partial closure eg selected year groups attend etc as opposed to full closure. Schools have also focussed on site safety eg only opening one access gate and focussing their efforts on making this point of entry to the site and adjacent footpaths and screening off etc other points eg keeping other gates locked / signage / taping off out of bounds areas etc

4. *The LA should confirm the process for monitoring and reporting on school closures, including any specific circumstances to identify if there are common trends or factors. This data should be used to inform salting routes, continuity planning across clusters and communication issues:*

CYPS communications team have developed an electronic reporting system which the vast majority of schools embraced during the heavy snow of December 2010. The system requires schools to provide justification for the closure eg. unable to make the site safe, insufficient number of staff, local roads inaccessible etc etc Information is then uploaded on to the RMBC website. Further work is being developed to link the system to local media websites so schools will only need to register the closure once with the Authority and all other organisations will be informed. Closures are reported within the Authority to several departments and elected members. Schools reporting dangerous road conditions etc were encouraged to report concerns to the appropriate RMBC department.

5. *Each school should be encouraged to develop their business continuity plans to cover extreme weather to include:*

How minimum staffing levels will be maintained

How sufficient stocks of salt are maintained and linking with other cluster schools

Contact details of local contractors etc who are able to clear snow

Consideration of later opening as opposed to closure

Measures to ensure exams or tests are able to take place

How closure will be communicated to parents

How communication systems are to be maintained

Although schools do not have specific business continuity plans, they all have specific school emergency plans which cover the points above. The emergency planning template was introduced after the floods of 2007 and was rolled out via head teacher and chair and vice chair of governors briefings.

6. *CYPS / HR should explore with schools the feasibility of teachers and support staff being redirected to their nearest school to help deal with staffing shortages, to keep closures to a minimum:*

CYPS / HR are currently in consultation with union representatives re this subject via the union / officer group.

7. *The LA explores with RBT whether cost effective text notification systems or other social networking alternatives are available for those schools without current access to these facilities:*

Following 'lessons learnt' reviews following the heavy snow periods, schools able to invest in text alert systems have done so and schools unable to fund the system at present are planning to factor this in. It should be noted that schools receive allocated funding including a budget for health and safety and emergency planning arrangements. All schools are provided with electronic resources eg RGFL and support from the LA, schools have developed websites and other communication channels in an effort to improve communication with parents.

8. *The RMBC 'school closure' webpage is redesigned with the capacity to instantly capture information for each school including date of closure, reason, expected date of reopening and contact details. This page should have 'quick links' to other relevant pages eg policies, gritting routes etc*

The school closures page on the RMBC website has been revamped and, more importantly the system for updating it has been improved. The page now incorporates a password protected form which schools can fill in to give all the details outlined above. This information is currently manually updated by website editors, although remote access now means that this can be done any time of day or night.

During the recent cold spell updates were added at around 10pm and then updated throughout each morning from approx 7.30am. Although the new system was only put in place days before the cold spell hit the area more than 100 schools were using it by the end of the first week. The page also became the second most used page on the whole website during that period. Rather than linking to other information just from this page, an 'alert banner' was used across all RMBC web pages to link all relevant pages together under an "adverse weather information" section which was updated corporately. In addition, the page includes links to the following sites: BBC Travel, Met Office, Environment Agency, Rother FM, BBC South Yorkshire and Hallam FM. We will also now be linking to the schools directory information which gives contact details for all schools. Currently, school policies are not included on the page as they sit on the RGfL portal.

Communications Officers are now investigating the possibility of schools updating the page automatically and will be soon testing a system which is part of the website's operating system to allow this to happen, meaning officers can have instant updates 24 hours a day.

9. *Guidance to parents is reissued by schools on a timely basis, incorporating details of the updated RMBC website:*

Schools have been made aware of this requirement via the guidance on exceptional school closures, school emergency plans and via communications to schools.

10. *Priority salting routes are reviewed by RMBC and other relevant agencies to accommodate schools wherever possible:*

Schools were encouraged to report concerns re local roads but this is EDS responsibility to prioritise eg 'A' roads will always be their first priority. It should also be noted that within the guidance on exceptional school closures staff have a responsibility to make every effort to attend school as normal. The Head Teacher

and Chair of Governors are responsible for the decision whether to pay staff who have not attended work.

11. *The feasibility (with due regard to health and safety, relevant checks etc) of recruiting a pool of volunteers to assist with site clearance, either on a school, cluster or Area Assembly level be explored:*

This recommendation was sent to schools and the success will vary from community to community.

12. *Streetpride explores the feasibility of schools hiring small-plant machinery to clear sites in extreme weather:*

CYPS were able to identify 2 companies who are able to fulfil this role and details were provided to schools and are now included in the guidance on exceptional school closures. Schools were also encouraged to source other contractors and share contact details with other schools. Several schools did invest in site clearance in an attempt to make site safe and ensure school was able to open as early as possible.

13. *The Cabinet Member and Director of CYPS write to the Minister for Education supporting the LGA call that in the case of extreme events, Ofsted and other regulatory targets should be suspended to enable the most appropriate response to be taken locally:*

Letter sent by Dorothy Smith Senior Director - Schools and Lifelong Learning. No response has been received to date.

8. Finance

A number of the review recommendations may have financial implications if adopted. This would require further exploration by Schools on the cost, risks and benefits of their implementation.

9. Risks and Uncertainties

In circumstances of extreme weather conditions, the decision to close a school is delegated to its Headteacher in consultation with their chair of governors. Given the likelihood of extreme weather events occurring more frequently in future years, the Local Authority and schools are working together to develop comprehensive plans to mitigate against potential disruption.

10. Policy and Performance Agenda Implications

Although this review focuses on the closure of schools during periods of adverse weather, other pressures on schools (as demonstrated by the 2007 flooding and the recent threats of flu-pandemic) also require emergency decisions about how to keep the school open. CYPS have worked extensively with schools over recent years to develop policies and procedures, emergency plans and training resources and workshops to cover all reasonably foreseeable situations.

11. Equality and Diversity

No specific Equality and Diversity issues or impacts have been identified and there is no requirement to complete an Equality Impact Assessment.

12. Background Papers and Consultation

Children and Young People's Scrutiny Panel – 15 October 2010
Performance and Scrutiny Overview Committee – 22 October 2010

Contact Name:

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Strategic Leadership Team's Commentary on Scrutiny Review of School closures due to Snow

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
Reissue guidance to schools emphasising the importance of maintaining school opening unless faced by extraordinary circumstances	The guidance on exceptional school closures was fully reviewed and updated following the recommendations and emphasises this point.	Completed (Reviewed Termly)	Rotherham Safe Rotherham Achieving	Increase number of schools able to facilitate opening in the event of extreme weather events	Costs already met within CYPS	
The Local Authority confirm with Governing bodies their approach to delivering the statutory 190 days of learning and how schools will make up this time	The guidance on exceptional school closures reflects this requirement. Responsibility for the provision of 190 days statutory learning is delegated to the Head Teacher / Governing Body.	Completed (Reviewed Termly)	Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events	Costs already met within CYPS	
The Local Authority should collate strategies or actions that have or would assist in maintaining a school open status and share with other schools	CYPS / HR are currently in dialogue with unions regarding staff attending a school nearest their home where travel to work is impeded. The guidance on exceptional school closures also advises on other considerations eg later opening etc	Ongoing dialogue via Union / Officer group Completed (Reviewed Termly)	Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events	Costs already met within CYPS	
The Local Authority confirm processes for monitoring and reporting closures including specific circumstances. Data should be used to inform salting routes, continuity planning and communication	Communications Team have developed electronic registering of closure procedures which include justification for closure and are establishing further links to media sources internally and externally	Ongoing development	Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events	Costs already met within CYPS	

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
Each school should be encouraged to develop business continuity plans to cover extreme weather	Schools have individual emergency plans which cover all the points raised in the recommendations. Plans were introduced in 2007 following the floods via Head Teacher and Chair / Vice Chair of Governors briefings. The template is reviewed annually and reissued and schools are advised to follow suit.	Completed Subject to annual review)	Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events	Costs already met within CYPS	
CYPS / HR should explore with schools the feasibility of teachers and support staff being redirected to their nearest school to help deal with staffing shortages	CYPS / HR are currently in consultation with Union Officials	Ongoing	Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events	Costs already met within CYPS	
The Local Authority explore with RBT cost effective text notification or other social networking alternatives available to notify closures	Schools have been made aware of text systems available and costs. Schools are delegated funding including budget for emergency and safety issues. All schools have access to RGFL and are able to develop websites etc	Ongoing	Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events	Costs will need to be met by individual schools from devolved budgets	
The RMBC school closure webpage is redesigned to capture information from schools and quick links to other relevant pages	Extensive work has been undertaken to improve school reporting and web page information including links to local media. It should be noted that the adverse weather / school closure site Had over 30,000 hits in the Dec 2010 snow period	Ongoing	Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events	Costs already met within CYPS	

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
Guidance to parents is reissued by schools on a timely basis, incorporating details of updated RMBC website	Schools informed of this requirement via guidance on exceptional school closures, emergency plans and communications. It should be noted that the school	Ongoing	Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events	Costs already met within CYPS	
Priority salting routes are reviewed by RMBC and other relevant agencies to accommodate schools wherever possible	Schools were encouraged to report concerns to RMBC during the heavy snow periods of 2010 EDS are responsible for prioritising salting routes	Completed	Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events		
Schools explore the feasibility of recruiting volunteers to assist site clearance	Schools have explored this recommendation via PTA and other local forums success will vary from community to community	Ongoing	Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events		
Streetpride explore the feasibility of schools hiring small-plant machinery to clear sites in extreme weather	CYPS identified 2 companies able to assist schools some Head Teachers were able to identify other local companies and shared details with other Heads	Completed	Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events		

Scrutiny recommendation	Proposed action/ comment	Target date	Link to Themes/ Strategies	Impact Analysis		SLT recommendation to Cabinet
				Benefit/ Risk	Cost implication <i>Impact on revenue/capital budget, MTFS</i>	
Cabinet Member / Strategic Director to write to Minister for Education supporting LGA call for suspension of regulatory targets and appropriate local responses taken during extreme weather events			Rotherham Safe Rotherham Learning	Increase number of schools able to facilitate opening in the event of extreme weather events		

1.	Meeting:	Cabinet
2.	Date:	9 th February 2011
3.	Title:	Corporate Risk Register
4.	Directorate:	Financial Services

5. Summary

Attached to this report is the current corporate risk register summary. The summary shows the risks associated with the Council’s most significant priorities and projects, and actions being taken to mitigate these risks.

There are 4 red residual risks, relating to delivery of the Children’s Plan, Use of Resources for Children’s Services, Social Care Commissioning and achievement of the Cultural Quarter aspirations. This has reduced from 6 residual red risks in the previous quarter’s report, as positive progress relating to Children’s Services (intervention) and capital investment in schools has improved risks in these areas from red to amber.

This version of the corporate risk register was reported to the Strategic Leadership Team and Audit Committee in mid-January and does not reflect the letter sent to the Council on 13 January from the Minister confirming our Children’s Services were no longer in intervention. This development will be fully reflected in the next update of the risk register.

6. Recommendations

Cabinet is asked to:

- **note the updated corporate risk register summary attached at Appendix A**
- **indicate any further risks that the Cabinet feels should be added to the risk register.**

7. Proposals and Details

7.1 Format

This report contains the latest position on the Corporate Risk Register. The report has two key parts:

- An '*at a glance*' picture showing the pattern of risk assessments for corporate priorities or projects both before and after risk management actions – see 7.3 below.
- A more detailed summary of the risk register that reflects the current risk assessments for each corporate priority or project. This is attached at **Appendix A**.

There are 3 overall categories of risk (RED, AMBER, GREEN) representing varying degrees of exposure. Each category contains a range of risk scores, so there are varying degrees of risk within each category. Appendix A shows specific current risk scores and after mitigating actions, as well as the general risk category for each priority or project included in the register.

It should be noted that the authority is now using new Risk Management software known as JCAD Risk. The risk score for each risk is rated on a scale of 1 to 25 under the JCAD system, compared with 1 to 100 under the previous RISgen system. The report reflects risk scores held in the new system.

7.2 Changes since previous report.

Four priorities / projects have been removed from the corporate risk register:

- The YES project partnership with Oak Holdings has been removed following Cabinet's decision on 15th December 2010 to let the development agreement elapse.
- The former risk relating to 'Machinery of Government' proposals for the transfer of some additional Children's services to the local authority has been moved from the corporate risk register to the CYPS directorate register, following the re-direction of some responsibilities to the Young People's Learning Agency.
- The risk relating to the 2010 Rotherham Ltd In-House Service Provider has been removed from the corporate risk register following the commencement of new contracts for the delivery of the repairs and maintenance services.
- The risk relating to Local Area Agreement 2008-11 has been removed from the register as local area agreements have been abolished.

Other significant changes in this period include:

- The risk rating relating to the Schools' Capital Investment (Corporate Risk Register Reference 003 - formerly Building Schools for the Future) has been reduced from Red to Amber as some details relating to funding are becoming clearer.
- The residual risk relating to Children's Services intervention has been reduced from red to amber following positive progress (Ref 21).

- A new risk is added (Ref 28) to the register to recognise the potential impact of schools moving to academy status, the consequential reduction in local authority funding and the loss of the schools as community assets.
- There are four red residual risks, relating to Children’s Services (Ref. numbers 007 – Delivery of the Children’s Plan and 022 – Resources), Commissioning (Ref. 013) and achievement of the Cultural Quarter aspirations (Ref. 026).

7.3 Corporate Risks at a Glance

7.3.1 Risk assessments prior to mitigating actions.

The first diagram shows the pattern of risk assessments for corporate priorities and projects before risk management actions.

Probability:
Will it
Happen?

Almost certain			04 Cost of Capital Programme(20) 14 2010 Finance and Service Performance (20) 27 Managing Budget Adjustments (20)	07 Delivery of Children’s & Young Peoples Plan (25) 13 Commissioning (25) 21 Response to DFE notice to improve (25) 22 Resources (25)
Very Likely		01 Civic Building Accommodation (12) 05 Single Status (12) 18 EDRMS (12)	03 Schools Capital investment(16) 09 Implementation of Personalisation in Adult Social Services (16) 12 Local authority reform implementation Plan (16) 26 Cultural Quarter (16) 28 Academy Schools (16)	
Likely		02 Waste Management Strategy (9) 17 Carbon Reduction Commitment (9) 19 Relationship with RBT (9) 24 Community Stadium (9) 25 Civic Centre- Work Smart Project (9)		
Possible			08 ALMO Decent Homes(8)	
Unlikely				

Insignificant

Minor

Significant

Major

Catastrophic

Impact: Will it Hurt?

Note on the diagram entries
E.G. “ 04 Cost of Capital Programme (20)”. The first number, in this case 04, is the reference number of the risk. Risks are listed in reference number order in the risk register summary at Appendix A. The second number in brackets, in this instance (20), shows the risk score. The higher the score, the greater the risk.

7.3.2 Risk Assessments after allowing for mitigating controls

The second diagram shows the pattern of risk assessments for corporate priorities or projects after risk management actions.

**Probability:
Will it
Happen?**

Almost certain				
Very Likely		04 Cost of Capital Programme(12) 14 2010 Finance and Service Performance (12) 21 Response to DFE notice to improve (12) 27 Managing Budget Adjustments (12) 28 Academy Schools (12)	07 Delivery of Children’s & Young Peoples Plan (16) 13 Commissioning (16) 22 CYPS Resources (16) 26 Cultural Quarter (16)	
		03 Schools Capital Investment (9)		
	25 Civic Centre- Work Smart Project (4)	02 Waste Management Strategy (9) 05 Single Status (6) 17 Carbon Reduction Commitment (6) 24 Community Stadium (6)	09 Implementation of Personalisation in Adult Social Services (8) 12 Local authority reform implementation Plan (8)	
Likely	01 Civic Building Accommodation (2)	08 ALMO Decent Homes(3) 18 EDRMS (3) 19 Relationship with RBT (3)		

Insignificant Minor Significant Major Catastrophic

Impact: Will it Hurt?

It can be seen from the second chart, that risk is being reduced by management actions. The following tables provide a summary of the risk reduction achieved.

Table 1 shows the risk category that initial red and amber risks are converted to, following mitigating actions:

Risk category	Number of Projects / Priorities in the category BEFORE mitigating actions		Risk category	Number of Projects / Priorities in the category AFTER mitigating actions
Red	12		Red	4
Amber	9		Amber	8
			Green	NIL
			Amber	4
			Green	5

Table 2 shows the average risk score for priorities rated as red and amber prior to mitigating actions, and the average reduction in risk scores resulting from the mitigating actions:

Risk category	Average risk score BEFORE mitigating actions	Average risk score AFTER mitigating actions	Reduction in average risk score as a result of mitigating actions
Red	20.0	12.4	7.6
Amber	9.6	4.3	5.3

8. Finance

The risks contained in the register require ongoing management action. In some cases additional resources may be necessary to implement the relevant actions or mitigate risks. Any additional costs associated with the risks should be reported to the Strategic Leadership Team and Members for consideration on a case by case basis.

9. Risks and Uncertainties

It is important to review the effectiveness of our approach to capturing, managing and reporting corporate risks on an ongoing basis, to ensure risks relating to the Council’s key projects and priorities are effectively monitored and managed by the Strategic Leadership Team and Members.

10. Policy and Performance Agency Implications

Risk Management is part of good corporate governance and is wholly related to the achievement of the objectives in the Council's Corporate Plan.

11. Background Papers and Consultation

The content of this report has been informed by consultation with Directorates.

Contact Names:

Colin Earl, Director of Audit and Governance, x22033

Rob Houghton, Governance and Risk Manager, x54424

Appendices

A Corporate Risk Register Summary

APPENDIX A: CORPORATE RISK REGISTER SUMMARY

Explanatory Note:

For the purposes of illustration, Risk Reference 12: 'Local Government Reform Implementation Plan' from the corporate risk register is extracted below:

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control																							
Cross Cutting																													
0012	Local Government Reform Implementation Plan	Failure to implement statutory reforms provided for in national policy and new legislation	R E D <div style="border: 1px solid black; width: 30px; margin: 0 auto; text-align: center;">16</div>	Matt Gladstone	<p>All current statutory requirements are met.</p> <p>The implementation plan has been completely refreshed to provide workstreams covering coalition government commitments that are relevant to the Council. This is broader than the previous plan, which primarily covered governance issues.</p> <p>The previous version of the plan is being retained to cover commencement issues. These now primarily relate to e-petitions and byelaws.</p>	A M B E R <div style="border: 1px solid black; width: 30px; margin: 0 auto; text-align: center;">8</div>																							
	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr> <td style="background-color: yellow;">L</td> <td style="background-color: blue;">Ac</td> <td style="background-color: blue;">Al</td> <td style="background-color: green;">S</td> <td style="background-color: red;">P</td> <td style="background-color: orange;">SD</td> <td style="background-color: grey;">F</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	Al	S	P	SD	F	√	√	√	√	√	√	√	<p>Previous periods:</p> <table style="width: 100%; text-align: center; font-size: x-small;"> <tr> <td>-3</td> <td>-2</td> <td>-1</td> </tr> <tr> <td style="background-color: red; width: 20px; height: 20px;"></td> <td style="background-color: red; width: 20px; height: 20px;"></td> <td style="background-color: red; width: 20px; height: 20px;"></td> </tr> </table>	-3	-2	-1				<p>Previous periods:</p> <table style="width: 100%; text-align: center; font-size: x-small;"> <tr> <td>-3</td> <td>-2</td> <td>-1</td> </tr> <tr> <td style="background-color: yellow; width: 20px; height: 20px;"></td> <td style="background-color: yellow; width: 20px; height: 20px;"></td> <td style="background-color: yellow; width: 20px; height: 20px;"></td> </tr> </table>	-3	-2	-1			
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-3	-2	-1																											

There are 3 overall categories of risk (RED, AMBER, GREEN), representing varying degrees of exposure. Each category contains a range of risk scores, so there are varying degrees of risk within each category. Scores have now been added to the register entries to show the specific risk assessments pre (48 in this example) and post (36) mitigating actions, in order to demonstrate the effectiveness of mitigating actions, particularly where the overall risk category for any priority or project has not changed, as is the case in the example above.

The following table gives more information:

Risk Category	Range of risk scores	Level of Risk
Red	16 to 25	High level of risk, requiring close and regular review and further preventive or remedial action as necessary
Amber	5 to 15	Medium level of risk, requiring regular monitoring and, in the event of any identified increase in risk, escalation for consideration of further actions.
Green	1 to 4	Low level of risk, initially requiring regular monitoring and reporting.

The register shows the respective risk categories for the last 3 risk registers, as follows:

Previous periods:



In this case, the risk category has been amber both before and after mitigating actions in each of the last 3 periods. Where any period has no colour (i.e. is white), this indicates that the priority or project was not included in the risk register in that period.

The register also shows the corporate priorities that each project or priority included in register contributes to. This is indicated in the 'Risk Area' column for each priority / project included in the register. The corporate plan priorities are as follows:

- | | | | | | |
|---|---|----------------------------|---|---|--------------------------------|
|  | = | Rotherham Learning |  | = | Rotherham Proud |
|  | = | Rotherham Achieving |  | = | Sustainable Development |
|  | = | Rotherham Alive |  | = | Fairness |
|  | = | Rotherham Safe | | | |

CORPORATE RISK REGISTER

Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control														
Major Projects																				
0001	Civic Building accommodation <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>AI</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	AI	S	P	SD	F	√	√	√	√	√	√	√	New accommodation not fit for purpose Failure to maximise use of resources Failure to modernise services and respond to changing needs Failure to apply appropriate governance arrangements: procurement; risk transfer; affordability; deliverability; structures and controls.	AMBER <div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto; text-align: center; line-height: 40px;">12</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100%;"> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> </div>	Karl Battersby	The business case was agreed by Cabinet in September 2008. Planning permission granted in June 2009. Judicial Review ended 22 Dec 09. Land works commenced on site Jan 2010. The contract went unconditional in December. All pre-commencement conditions have been discharged. Building progressing on time, no issues to report; fit out contract was entered into on 15 th December 2010. Still expect to start to move into the new building in late 2011.	GREEN <div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 auto; text-align: center; line-height: 40px;">2</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100%;"> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> </div>
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Major Projects																				
0002	<p>Delivery of the Waste Management strategy. Failure could involve significant penalties.</p> <p>Needs:</p> <ol style="list-style-type: none"> 1 Disposal facilities to be agreed with other authorities 2 Med term contracts 2008-2014/2015 3 Long term contract 2014 2015 onwards <p>Two treatment solutions are currently being considered, "energy from waste" and "mechanical biological treatment". Both treatment solutions will assist the Council in delivering a 50% recycling rate.</p> <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>AI</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td></td> <td></td> <td></td> <td>√</td> <td>√</td> <td>√</td> <td></td> </tr> </table>	L	Ac	AI	S	P	SD	F				√	√	√		<p>Potential significant financial penalties</p> <p>Adverse inspection assessment</p> <p>Failure to apply appropriate governance arrangements:</p> <ul style="list-style-type: none"> - procurement - risk transfer - affordability - deliverability - structures and controls <p>Failure to meet targets relating to the diversion of biodegradable municipal waste from landfill.</p>	<p>A M B E R</p> <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">9</div> <p>Previous periods: -3 -2 -1</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> </div>	Karl Battersby	<p>BDR Waste Partnership has secured £74.4m in PFI credits. DEFRA has confirmed continuing support.</p> <p>PFI</p> <p>There is a detailed project plan in place with clear milestones; it allows for completion of the procurement by 31st March 2011, a date which is tight but achievable. Failure to hit that deadline puts the award of PFI credits at risk.</p> <p>Final Tender documents were issued to 2 bid consortia in December 2010</p> <p>Although the timetable has slipped due to closing off dialogue with bidders, the project is continuing to be supported by DEFRA to deliver a long term waste solution for the BDR Councils.</p> <p>The BDR Waste Partnership is seeking to obtain financial close on the Project in Summer 2011.</p>	<p>A M B E R</p> <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">6</div> <p>Previous periods: -3 -2 -1</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> <div style="border: 1px solid black; width: 30px; height: 30px;"></div> </div>
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0003	Schools Capital Investment <table border="1"> <tr> <td>L</td><td>Ac</td><td>AI</td><td>S</td><td>P</td><td>SD</td><td>F</td> </tr> <tr> <td>√</td><td>√</td><td>√</td><td>√</td><td>√</td><td>√</td><td></td> </tr> </table>	L	Ac	AI	S	P	SD	F	√	√	√	√	√	√		The Secretary of State has closed the BSF programme to those authorities "not at financial closure with their partners". This does not necessarily mean the end of capital spend on schools but further details will be given following the review in the autumn.	R E D <div style="border: 1px solid black; width: 40px; margin: 0 auto; padding: 5px;">16</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 20px; height: 20px; background-color: yellow;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> </div>	Karl Battersby	The Council will prepare for the outcome of the autumn review by prioritising schools for any future funding. This will be based on the current condition and suitability of each school. Following the asset management review and transfer of officers to EDS this risk has now been transferred to EDS Asset Management Service. In addition. The DfE decision on funding for schools has ensured that we can now allocate resources appropriately. As a result, the post mitigation RAG rating has been reduced to Amber.	A M B E R <div style="border: 1px solid black; width: 40px; margin: 0 auto; padding: 5px;">9</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 20px; height: 20px; background-color: lightgreen;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> </div>
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Major Projects																				
0004	Costs of the capital programme. Significant revenue consequences (£11m per year). <table border="1"> <tr> <td>L</td><td>Ac</td><td>AI</td><td>S</td><td>P</td><td>SD</td><td>F</td> </tr> <tr> <td>√</td><td>√</td><td>√</td><td>√</td><td>√</td><td>√</td><td>√</td> </tr> </table>	L	Ac	AI	S	P	SD	F	√	√	√	√	√	√	√	Significant financial impact and/or failure to deliver the capital programme.	R E D <div style="border: 1px solid black; width: 40px; margin: 0 auto; padding: 5px;">20</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 20px; height: 20px; background-color: red;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> <div style="width: 20px; height: 20px; background-color: red;"></div> </div>	Andrew Bedford	Detailed financial calculations are included in the MTFS. These are being reviewed as part of the Council's on-going budget monitoring and financial planning processes	A M B E R <div style="border: 1px solid black; width: 40px; margin: 0 auto; padding: 5px;">12</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 20px; height: 20px; background-color: yellow;"></div> <div style="width: 20px; height: 20px; background-color: yellow;"></div> <div style="width: 20px; height: 20px; background-color: yellow;"></div> </div>
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Cross Cutting						
0005	Impact of single status job evaluation.	Lengthy timescales, causing uncertainty and possible unrest unless resolved quickly. <ul style="list-style-type: none"> - potential dispute - costs - possible negative impact on staff retention, depending upon the evaluation outcomes 	A M B E R <div style="border: 1px solid black; width: 40px; margin: 0 auto; text-align: center;">12</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	Phil Howe	<p>Phase 2 implemented successfully on 1/04/08. Through the effective implementation process RMBC has successfully avoided major industrial unrest.</p> <p>Barrister commissioned to help defend Equal Pay challenges. Reasonable conclusion on No Win No Fee and Trade Union solicitors' cases. There are two low value unresolved claims from the no win no fee solicitor.</p> <p>The memo of understanding with the trade unions has now been signed and individual offers of settlement were passed to the trade unions' solicitors. Thirty eight new claims from Trade Union Members have been received. No offers have been made to these new claimants.</p> <p>There will always remain some as yet 'unknown' element of risk of challenge under Equal Pay & Single Status, which could in future require resources to defend.</p>	A M B E R <div style="border: 1px solid black; width: 40px; margin: 0 auto; text-align: center;">6</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>

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CYPS						
0007	<p>Delivery of the Children's single plan priorities, such as:</p> <ul style="list-style-type: none"> - performance in schools (particularly Primary) - health inequalities - quality social care - post-16 education and employment 	<p>Failure to make a difference; to deliver community and corporate priorities relating to Rotherham Learning</p> <p>Adverse inspection comment / rating and impact on CPA assessment</p> <p>An unannounced Inspection of Contact, Assessment and Referral in August led to finding that social worker's caseloads were too heavy. Caseloads still not addressed due to the continuous high level of vacancies at both Social Worker and Team Manager levels.</p> <p>Pressures in relation to budget and service demands continue to increase the risk of failure to deliver services within budget allocation.</p>	<p>R E D</p> <p>25</p> <p>Previous periods: -3 -2 -1</p> <p> </p>	Joyce Thacker	<p>Overall Annual Performance Assessment judgement is 2. Previous key areas for development (Improving attainment at Key Stage1 and Increasing the proportion of 16-19 year olds who are in education, employment or training) are being addressed.</p> <p>Children First review completed and an Action Plan produced. Dep't For Education (DFE) issued notice to improve and the improvement plan is monitored fortnightly internally and monthly by DFE.</p> <p>Risk is increasing due to reduced funding. 'Together for Children' grant withdrawn for pilot programme and £2.1m Area Based Grant has been withdrawn.</p> <p>Further mitigating actions are being identified, however posts are at risk and the achievement of priorities will be continue to be challenging. (See also risk 22). Assessment of impact of Government settlement will be completed by end of Jan. 2011. CYPS DLT is reviewing priorities for expenditure within these more restrictive parameters.</p>	<p>R E D</p> <p>16</p> <p>Previous periods: -3 -2 -1</p> <p> </p>

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Neighbourhoods and Adult Services																				
0008	ALMO delivery of decent homes programme. <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>Al</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td></td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	Al	S	P	SD	F		√	√	√	√	√	√	Late or non achievement of targets Potential loss / re-profiling of funding Adverse public / tenants satisfaction Adverse inspection outcomes.	A M B E R <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">8</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	David Richmond	Work has now been carried out throughout this year to ensure that the programme was completed by the deadline date (December 2010) and that the delivery of the programme is affordable by utilising the entire available budget.[The figure for decent homes completion is 100% as at the end of December 2010 This figure includes refusals and no access properties which are deemed as decent until they become vacant. The final refusal – no access figure was 9.01%	G R E E N <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">3</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>
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0009	Adult Social Services: - Demand continues to increase and only the most vulnerable are being helped - in-house costs are higher than independent sector costs - recruitment, retention, resources	Significant adverse impact on council financial position Adverse inspection outcomes. Adverse press reaction and user / public satisfaction	R E D <div style="border: 1px solid black; width: 30px; margin: 0 auto; text-align: center;">16</div>	Chrissy Wright	<p>The 2010/11 & 11/12 budget setting process has proposals to minimise the impact of cost and demographic pressures: (1) re negotiating contracts to achieve efficiency savings, (2) transforming traditional services to provide better outcomes, (3) reviewing high cost areas (4) increasing income – bringing charges in line with other LA's, and (5) continuing shifting the balance of care to the independent sector.</p> <p>An Ageing Well Group has been established with representation from all partners. The work is progressing well, with a target April 2011 for the delivery of the Ageing Well Strategy and the implementation plan.</p> <p>An initial self assessment against the 12 criteria in DoH "Use of Resources in Adult Social Care" identifies key actions to be taken. These are in the Directorate Service Plan.</p> <p>Members have agreed to merge Re-enabling and wardens services to create a prevention/early intervention service. Merger will deliver full year savings of £1.3m and create capacity.</p>	A M B E R <div style="border: 1px solid black; width: 30px; margin: 0 auto; text-align: center;">8</div>												
	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="background-color: yellow;">L</td> <td style="background-color: #cccccc;">Ac</td> <td style="background-color: #cccccc;">Al</td> <td style="background-color: #cccccc;">S</td> <td style="background-color: #cccccc;">P</td> <td style="background-color: #cccccc;">SD</td> <td style="background-color: #cccccc;">F</td> </tr> <tr> <td></td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	Al	S	P	SD	F		√	√	√	√	√	√	Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>		Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>
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0012	Local Government Reform Implementation Plan	Failure to implement statutory reforms provided for in national policy and new legislation	R E D <div style="border: 1px solid black; width: 30px; margin: 0 auto; text-align: center;">16</div>	Matt Gladstone	<p>All current statutory requirements are met.</p> <p>The implementation plan has been completely refreshed to provide workstreams covering coalition government commitments that are relevant to the Council. This is broader than the previous plan, which primarily covered governance issues.</p> <p>The previous version of the plan is being retained to cover commencement issues. These now primarily relate to e-petitions and byelaws.</p>	A M B E R <div style="border: 1px solid black; width: 30px; margin: 0 auto; text-align: center;">8</div>													
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0013	Commissioning	We continue to commission services in a traditional, unaffordable manner resulting in a failure to achieve better VFM and improved outcomes.	R E D 25	Matt Gladstone	<p>The risk relating to the commissioning of some Children's Services increased due to a halt on some contracts as a result of £2.1m reduction in Area Based Grant. All contracts will be reviewed to ensure exit strategies are up to date and applied where appropriate. Position adversely affects chances of achieving commissioning objectives. Assistance being given from commissioning staff from NAS.</p> <p>The Council has just completed a review of policy and performance resources across the Council and this includes commissioning resources. Appointments have been made to almost all posts within the structure and the new Director will now concentrate on ensuring that commissioning priorities are agreed by SLT and resources redeployed to match those priorities.</p> <p>The Commissioning VFM review which is seeking to improve outcomes and better VFM can now be quickly progressed.</p>	R E D 16																									
	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>L</td> <td>Ac</td> <td>AI</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	AI	S	P	SD	F	√	√	√	√	√	√	√		<p>Previous periods:</p> <table style="width: 100%; text-align: center;"> <tr> <td>-3</td> <td>-2</td> <td>-1</td> </tr> <tr> <td style="background-color: red; width: 20px; height: 20px;"></td> <td style="background-color: red; width: 20px; height: 20px;"></td> <td style="background-color: red; width: 20px; height: 20px;"></td> </tr> </table>	-3	-2	-1					<p>Previous periods:</p> <table style="width: 100%; text-align: center;"> <tr> <td>-3</td> <td>-2</td> <td>-1</td> </tr> <tr> <td style="background-color: yellow; width: 20px; height: 20px;"></td> <td style="background-color: red; width: 20px; height: 20px;"></td> <td style="background-color: red; width: 20px; height: 20px;"></td> </tr> </table>	-3	-2	-1			
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0014	2010 Finance & Service Performance	Adverse impact on Housing Revenue Account balance sheet.	R E D <div style="border: 1px solid black; width: 30px; margin: 5px auto; text-align: center;">20</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	David Richmond	<p>2010 Core costs have been reduced and are in line with projected budget.</p> <p>Costs associated with the capital programme are projected to be less than originally anticipated.</p> <p>A strategy for ongoing 2010 debts will need to be agreed.</p>	A M B E R <div style="border: 1px solid black; width: 30px; margin: 5px auto; text-align: center;">12</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>

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0017	Carbon Reduction Commitment (CRC)	<p>Risk of non compliance with Carbon Reduction Order due to inadequate funding.</p> <p>The coalition government announced in the Comprehensive Spending Review that significant changes would be made to the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme</p>	<p style="text-align: center;">A M B E R</p> <p style="text-align: center;">9</p> <p>Previous periods: -3 -2 -1</p> <p style="text-align: center;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </p>	Andrew Bedford	<p>Carbon Reduction Fund to be set up. Registration for the scheme is complete. A Carbon Reduction Officer has been appointed to assist with identifying energy reductions & engaging with staff, clients, customers and schools to encourage energy efficiency.</p> <p>Systems already in place to produce the data required for the scheme, but improvements on accuracy, property changes and reporting in process.</p> <p>Risk is lowering in terms of our ability to participate in the scheme and produce accurate data. Available finance is a risk though given our future budget challenges.</p> <p>Works with schools continue but RMBC have no control over their emissions, only influence. Work continues on reducing emissions across RMBC operational properties and Street lighting.</p>	<p style="text-align: center;">A M B E R</p> <p style="text-align: center;">6</p> <p>Previous periods: -3 -2 -1</p> <p style="text-align: center;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </p>

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0018	EDRMS - Failure to implement EDRMS effectively across the Council. <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>AI</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	AI	S	P	SD	F	√	√	√	√	√	√	√	Risk to Accommodation Strategy and WorkSmart Programme and unable to realise savings.	A M B E R <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">9</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	Andrew Bedford	<p>First phase of the project successfully completed including full information audit and production of a draft file plan.</p> <p>A Steering Group with representation from all Directorates and RBT has been established and is meeting monthly to drive the programme forwards. Project plan produced setting out the roll out plan for all Directorates in the run up to the opening of the civic office. Project management arrangements are being established.</p>	G R E E N <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">3</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>
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Cross Cutting																				
0019	Maximising the value from the renegotiated RBT contract <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>AI</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> <td>√</td> </tr> </table>	L	Ac	AI	S	P	SD	F	√	√	√	√	√	√	√	Failure to fully realise the benefits of the strategic partnership with BT.	A M B E R <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">9</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	Andrew Bedford	<p>Strong partnership governance arrangements and strengthened client arrangements in place.</p> <p>Further development of benchmarking to ensure value for money.</p> <p>Developing Joint Forward Plan.</p> <p>Exploring synergies with other BT sites.</p>	G R E E N <div style="border: 1px solid black; width: 30px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">3</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>
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CYPS																			
0021	Response to DFE notice to improve	<p>Future intervention from OFSTED/DFE.</p> <p>Children exposed to inadequately managed risk.</p> <p>Council exposed to financial and reputational risks.</p> <p>Impact on future inspection outcomes.</p>	R E D <div style="border: 1px solid black; padding: 2px; width: 30px; margin: 0 auto;">25</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	Joyce Thacker	<p>Service improvement and school attainment improvement plan is monitored fortnightly internally and monthly by DFE. Milestones meeting confirmed that Ministers felt progress was satisfactory.</p> <p>Fostering inspection June 2010 outcome satisfactory.</p> <p>Safeguarding and Looked After Children (LAC) inspection July 2010 outcome satisfactory. Action plans in place.</p> <p>If achievements and progress remain on trajectory against target, it is possible that Ministers will remove Notice to Improve.</p> <p>Positive meeting with DFE on 15/12/10. Representatives to feed back to Ministers for their decision.</p>	A M B E R <div style="border: 1px solid black; padding: 2px; width: 30px; margin: 0 auto;">12</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: red;"></div> <div style="border: 1px solid black; width: 20px; height: 20px; background-color: red;"></div> </div>													
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Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
CYPS						
0022	CYPS Resources	Insufficient and Ineffective use of resources to meet statutory and moral obligations due to focus on high priority services.	R E D <div style="border: 1px solid black; width: 40px; margin: 0 auto; text-align: center;">25</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 20px; height: 20px; background-color: yellow; border: 1px solid black;"></div> <div style="width: 20px; height: 20px; background-color: red; border: 1px solid black;"></div> <div style="width: 20px; height: 20px; background-color: red; border: 1px solid black;"></div> </div>	Joyce Thacker	<p>Additional funding made into the service in 2010/11 and plans are being implemented to improve the use of existing resources. Regular monitoring and reporting of risks and progress to Cabinet, Scrutiny and Directorate Leadership Team.</p> <p>A review of partnerships and contributions is being undertaken. Savings work programme being implemented in key areas where savings have either already been assumed in budget setting or need to be delivered. All high spend areas are under review but these are mainly volatile and related to children in care.</p> <p>Due to high proportion of at risk grant funding we are looking at all non statutory services to assess the need to continue. Risks continue to rise as despite removing some Looked After Children (LAC), September has seen an increase due to court order placements.</p> <p>Council financial injection in December 2010 to help for 2010/11. Risk to be reviewed in January 2011 post assessment of financial settlement and indications of CYPS budget for 2011/12.</p>	R E D <div style="border: 1px solid black; width: 40px; margin: 0 auto; text-align: center;">16</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 20px; height: 20px; background-color: yellow; border: 1px solid black;"></div> <div style="width: 20px; height: 20px; background-color: red; border: 1px solid black;"></div> <div style="width: 20px; height: 20px; background-color: red; border: 1px solid black;"></div> </div>

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Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control
EDS						
0024	Community Stadium	<p>Failure by Rotherham UFC to secure funding to build a stadium, resulting in a lack of a crucial community facility. The site will not be purchased if the lease is not acceptable to the club.</p> <p>No provision has been made in the Council's MTFS for the payback of the bond, should the football club fail to move back into Rotherham.</p> <p>Reputation damage.</p>	<p style="text-align: center;">A M B E R</p> <p style="text-align: center;">9</p> <p>Previous periods: -3 -2 -1</p> <p style="text-align: center;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </p>	Karl Battersby	<p>The Council and the land owner are close to finalising the conditions of land acquisition. If the build subsequently falls through, the land ownership would revert to RMBC.</p> <p>RMBC would then be liable for the listed building and would need to identify funding for maintenance, restoration and security etc.-</p> <p>The purchase of the site from Evans of Leeds has been successfully negotiated, and the planning application is due to be considered by Planning Board on the 4th November.</p> <p>Outline planning permission has been granted. Guest & Chrimes site purchased by RMBC.</p> <p>Lease agreement between RMBC and RUFC to be finalised. RUFC to obtain full planning permission: RUFC to build the stadium.</p>	<p style="text-align: center;">A M B E R</p> <p style="text-align: center;">6</p> <p>Previous periods: -3 -2 -1</p> <p style="text-align: center;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </p>

L	Ac	Al	S	P	SD	F
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Ref	Risk Area	Current Risk	Pre - Mitigation Risk Assessment	Lead Officer	Mitigating Controls & Current Position	After Man't Control														
EDS																				
0025	Civic Centre - WorkSmart Project <table border="1"> <tr> <td>L</td><td>Ac</td><td>AI</td><td>S</td><td>P</td><td>SD</td><td>F</td> </tr> <tr> <td>√</td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>	L	Ac	AI	S	P	SD	F	√							Parts of the new building are not taken up. The existing estate remains partly occupied. Incomplete adoption of WorkSmart practices.	<div style="background-color: yellow; text-align: center; padding: 10px;"> A M B E R <div style="border: 1px solid black; width: 40px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">9</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> </div>	Karl Battersby	Effective leadership and adoption by departments of WorkSmart. Effective project management- contractual and logistical tasks re: detail programmes. Continuation of Chief Executive led steering group, with appropriate sponsorship and governance. WorkSmart Steering Group is being disbanded; the construction project will now report to Strategic Director, EDS and WorkSmart to the Estates Manager, EDS through Directorate Champions.	<div style="background-color: #90EE90; text-align: center; padding: 10px;"> G R E E N <div style="border: 1px solid black; width: 40px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">4</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> </div>
L	Ac	AI	S	P	SD	F														
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EDS																				
0026	Cultural Quarter <table border="1"> <tr> <td>L</td><td>Ac</td><td>AI</td><td>S</td><td>P</td><td>SD</td><td>F</td> </tr> <tr> <td>√</td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>	L	Ac	AI	S	P	SD	F	√							Cultural Quarter affordability. Forge Island option is unaffordable before 2015, requiring a temporary solution at least until that time. Otherwise the deal cannot proceed.	<div style="background-color: red; text-align: center; padding: 10px;"> R E D <div style="border: 1px solid black; width: 40px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">16</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> </div>	Karl Battersby	Cost and plan a solution utilising Bailey House to receive displaced services e.g. library, regimental museum, archives and storage A number of options have been explored. It was agreed on 10 August that the library would re locate to Riverside house and that we would keep the existing Civic Theatre in the medium term.	<div style="background-color: red; text-align: center; padding: 10px;"> R E D <div style="border: 1px solid black; width: 40px; height: 30px; margin: 0 auto; text-align: center; line-height: 30px;">16</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div> </div>
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Cross Cutting																			
0027	Managing budget adjustments	<p>Failure to deliver relevant services and achieve substantial budget reductions.</p> <p>Change management relating to the service adjustments necessary.</p>	R E D <div style="border: 1px solid black; width: 40px; margin: 5px auto; text-align: center;">20</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>	Andrew Bedford	<p>Given highest priority through the Strategic Leadership Team and Cabinet having an ongoing focus on Government announcements made and by considering future options for services.</p> <p>Additional actions to mitigate the impact of budget reductions are being identified and implemented.</p>	A M B E R <div style="border: 1px solid black; width: 40px; margin: 5px auto; text-align: center;">12</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>													
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0028	Academy Schools <table border="1"> <tr> <td>L</td> <td>Ac</td> <td>Al</td> <td>S</td> <td>P</td> <td>SD</td> <td>F</td> </tr> <tr> <td>√</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	L	Ac	Al	S	P	SD	F	√							Independently funded state schools, no longer receiving budget from Local Authority. Staff, land and premises transfer to Academy trusts. Partnerships with and between schools could be undermined.	R E D <div style="border: 1px solid white; padding: 5px; width: 40px; margin: 0 auto;">16</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 60px;"> <div style="border: 1px solid white; width: 20px; height: 20px;"></div> <div style="border: 1px solid white; width: 20px; height: 20px;"></div> <div style="border: 1px solid white; width: 20px; height: 20px;"></div> </div>	Joyce Thacker	<p>Budget being removed from Local Authority and protection of school as a community asset.</p> <p>Maximise potential for income generation via SLAs with Academies and delivery of high quality services for the benefit of Rotherham's Children and Young People.</p> <p>Maintain professional relationships between Academies and Local Authority for the benefit of Rotherham's Children and Young People.</p> <p>Staff HR issues to address with transfer of staff to Academy trust employment.</p> <p>Rotherham currently has 3 Academy Trusts: Maltby, Brinsworth and Wales with the potential for further schools to apply for Academy Trust status in the future.</p>	A M B E R <div style="border: 1px solid black; padding: 5px; width: 40px; margin: 0 auto;">12</div> Previous periods: -3 -2 -1 <div style="display: flex; justify-content: space-around; width: 60px;"> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> <div style="border: 1px solid black; width: 20px; height: 20px;"></div> </div>
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ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1. Meeting:	Cabinet
2. Date:	9th February, 2011
3. Title:	Rother Valley Country Park Update
4. Directorate:	Environment and Development Services

5. Summary

This report provides a progress update on the short term lease agreement with OAK Holdings to manage Rother Valley Country Park (RVCP).

6. Recommendations

- (1) That Cabinet notes the progress and improvements that have been made since OAK Holdings (Rother Valley Country Park Ltd) took on the responsibility for managing Rother Valley Country Park**

7. Proposals and Details

This report provides a progress update on the short term lease agreement with OAK Holdings to manage Rother Valley Country Park (RVCP). The agreement included the TUPE transfer of all Park staff and was signed on 7th May 2009. The term of the agreement is 7 years, with an end date of 6 May 2016. At the time of signing it was intended that the short term agreement would be replaced by a 250 year lease agreement once the YES project was operational.

The agreement documentation includes:

- **An Interim Management Agreement (IMA)**, which outlines how the Council expect the Park to be managed
- **An Output Specification** that provides details on how the Council expect the park to be maintained and establishes the basis for performance management
- **A Business Plan** that provides details on the vision and improvements to the park
- **A Short Term Lease**, which establishes the terms under which the park is being leased

Under the IMA the Park is managed through a steering group made up of 3 representatives from the Council (Cabinet Member and two officers) and 3 representatives of OAK Holdings. This group makes strategic decisions about the development of the Park.

The first phase improvements identified in the Business Plan include:

1. Improvements to water sports facility
2. Improvements to the café and courtyard
3. Introduction of a miniature steam railway
4. Extend range of events
5. Development of existing services including education packs, fitness walks, ropes and high walks, BMX trail, improve fishing pitches
6. Development of a caravan site
7. Eco Lodges

OAK estimate that the total cost of these developments will be in the region of £1.5m

OAK have made progress on all of the first phase improvements (see Appendix A, Rother Valley Country Park, Progress Report January 2011), with the exception of numbers 6 and 7. However the first phase improvements were scheduled to be delivered during the term of the current lease agreement and therefore the delivery of the final two improvements is not overdue.

From an RMBC management perspective there has been a good working relationship with OAK (Rother Valley Country Park Limited) and whilst there have been some issues relating to the production of performance management information officers are of the opinion that RVCP has been managed on behalf of the Council in accordance with the agreements that were put in place.

8. Finance

The agreement is such that the Council benefits from a year on year budget saving by way of a reducing management fee.

The Council's budget for RVCP was £407,000 and this has been used to pay a reducing management fee as follows:

Year	RMBC Management Fee	RMBC Saving
2009/10	£407,000	£0
2010/11	£350,000	£57,000
2011/12	£310,000	£97,000
2012/13	£145,000	£262,000
2013/14	£65,000	£342,000
2014/15	£0	£407,000

9. Risks and Uncertainties

As a result of the agreement the Council has benefited by transferring the operational risk for the Park to OAK Holdings

Should the agreement be terminated for any reason RVCP would pass back into the Council's responsibility and it is likely that at least the original budget plus relevant inflation would need to be reinstated. However this may be dependent on the levels of income being achieved at RVCP at the time of termination.

10. Policy and Performance Agenda Implications

Corporate Priorities: The agreement meets the Council's priorities of *Rotherham Achieving, Rotherham Alive and Rotherham Proud*

Achieving – The provision of improved facilities contributes towards the success of RVCP by improving and widening the opportunities it provides to residents of the borough and beyond to engage in outdoor sport and physical activity opportunities.

Alive – The agreement and its related improvements will contribute to increases in active participation and towards improving health and social wellbeing while at the same time improving quality of life.

Proud – Through the development and improvement of a significant community resource that is for the wider community benefit.

11. Background Papers and Consultation

Report to Cabinet, Wednesday, 11th March, 2009, Rother Valley Country Park, Lease to OAK Holdings.

Contact Names:

Steve Hallsworth, Leisure Services and Community Delivery Manager, ext 22483
steve.hallsworth@rotherham.gov.uk



ROTHER VALLEY
COUNTRY PARK

Progress Report

January 2011



2007/08/09/10

Progress Report January 2011.

Introduction

Rother Valley Country Park Ltd (RVCP) has now been operating the park for 22 months. This has coincided with the most challenging economic times in a generation.

The programme of investment in the park has been considerable but impacted by the circumstances inherited. The priority has been to bring the fundamental facilities up to standard before embarking on more ambitious programmes.

The end of year one review formally reported and accepted that all KPI's were exceeded.

Overview

The initiatives and programmes introduced since taking over the park have been particularly well received and set out in detail later in the report.

Trading in the park met with some challenging circumstances. The summer of 2009 was particularly poor with the annual Party in the Park rained off. 2010 commenced and ended with severe weather conditions which substantially impacted on revenue and visitor numbers. Total visits were down by approximately 30,000. This coupled with the economic situation and escalating fuel prices were material.

Despite this the trading overall has improved and diversification of activities is proving very popular.

A Master-plan was commissioned and produced by the Architects, Holder Mathias. This enables all future development and investment to be undertaken as part of an overall vision.

Real Estate

Watersports Centre

The condition of the Watersports building upon handover was far more dilapidated than anticipated. This was the subject of specific discussion prior to handover. The refurbishment of this key facility was deemed top priority.

Accordingly the following works have been completed:

- New Windows
- New external cladding

- Refurbishment of all external elements including roof
- New retaining wall at rear to move safety and access
- New Signage
- Refurbished reception / office area
- New energy efficient lighting in changing rooms
- Redecoration of changing rooms
- Refurbished and replanned changing benches
- New Mangers office formed
- Refurbishment programme ongoing but dovetailed around operational business.



Courtyard Cottage

The condition of the courtyard cottage was dilapidated and unusable. This has been completely refurbished and new floors installed. The building has been brought back into full economic use.

Management Building

The condition of the farmhouse which is used as the main management offices was poor, suffering from lack of investment for a considerable number of years –The lecture room, which was unusable, has now been refurbished into the board room.

- Tanking
- Replastering
- Removing fitted furniture
- New energy efficient lighting

- New heating
- New display boards

This has brought the room into far more productive and beneficial use.

Further refurbishment work has been suspended due to the incidence of significant movement which is currently being investigated.

Cafe

The condition of the café installation is very poor, and essential repairs and essential equipment replacement has been undertaken. Expenditure though, has been carefully targeted in view of the plans to provide a new café brassiere facility.

The former 'visitor centre' adjacent to the café has been converted into a peak season fast sales for take away products. This has proved a welcome addition to the facilities.

Courtyard

The condition of the external woodwork in the courtyard was in an advanced state of disrepair. All external woodwork has been completely refurbished with extensive high quality repairs. The authentic detailing has been retained and the woodwork now decorated twice.

The scope of work undertaken to bring the existing properties up to a decent standard has been far more extensive than originally envisaged. Considerable resources have been applied to this exercise, and preserving the integrity of the fabric.

Equipment

Plant & Machinery

The existing equipment was not taken over due to a combination of age, condition and lease terms. The following investment in equipment has been made:

- Mitsubishi Shogun purchased from original supplier.
- New Holland T4030 heavy duty tractor
- New TC 24 compact tractor
- 2 E-Z-GO MPT1000 electric utility vehicles-E-GN £14800
- Williams CT 166 Trailer - specialist equipment
- Williams P6E Trailer - specialist equipment

The new equipment is far more efficient and the deployment of electric vehicle has not only improved the carbon footprint but proving extremely versatile and popular.

IT

- Complete new IT installation and server.
- Complete new digital telephone installation
- New 2 way radios replacing inherited units.

ID

- New branding and image
- New web site and community engagement
- Twitter and facebook presence
- Improved awareness campaign

Operational

- Complete new uniform range for all staff
- Replace outboard engine for safety boat
- Replaced defective water sports equipment
- Invested in event equipment progressively with each event
- New vending machines purchased to improve offer in water sports centre
- Extensive replacement on items cause by lack of maintenance. This is considerably beyond what could have been reasonably expected.

Employment

- FOUR new members of staff employed – at a gross cost of circa £90,000 per annum.

Investment Initiatives

Miniature Railway

A new miniature gauge railway extending to nearly 1 Km in total has been installed. This involved accommodation works such drainage, extensive landscaping, and health & safety measure.

Two stations have been provided with the main engine shed incorporating a station façade. The main entrance has incorporated enhanced landscaping and new log cabin reception.



This has proved an extremely popular attraction and further enhancements are planned for this year.

Zorbs

The introduction of zorbs have proved extremely popular. Both water and land zorbs have been introduced. The jetty area has been remodelled to create a dedicated zone.

Land based courses are provided according to the event being promoted. Three different types of Zorbs have been purchased.

Playdales

Playdales gave notice to terminate their Lease at the first opportunity. The reason stated is lack of delivery on promises by RMBC. RVCP has taken over operation of the facility directly. RVCP waived contractual entitlement to costs to purchase the play equipment.

The entry price was reduced and car park fee refunded to improve appeal. Opening hours have been adapted to demand and extended. The offer has been adapted to improve overall attraction. This has proved very popular and further investment is planned.

Events

The first evening event in the Park, a Halloween based themed experience and fireworks proved a resounding success. Numbers were over double that anticipated. This presented both opportunity and challenge. All revenue has been reinvested into equipment.

The second event was bigger and different format but equally a resounding success and now destined to be an annual event. Again revenue has been reinvested into equipment. This will now become a firm fixture in the regional diary.

15 new events generated for 2010

- Bruswick Gardens Nursing Home
- HSBC Corporate Day
- Mosborough Hall Hotel Team Building Promotion for Best Western Group
- MS Therapy Centre Event to be enlarged
- Santa Dash December 2010 postponed and held January 2011 – retained for 2011
- Battle of the Hotels Team Building Event
- Wilkinson's Event September
- Horse Riding Event October
- Neurocare Running event
- Bluebell Wood fun activities
- Walk Leader Workshop
- Everyman Male Cancer campaign
- Wedding Blessing
- Big Ball Dash
- New caravan and camping groups

Retained events:

- Triathlon training sessions organised in 2010 are to continue in 2011 – novice
- Triathlon Training Sessions by Sheffield Triathlon
- Hovercraft championship
- Sheffield City Athletic Club
- Neurocare Running
- Bluebell Wood

- Newfoundland Dogs Events
- NSPCC event
- Weston Park Hospital Dragon Boat
- Scouts Splash Down
- Steel City Cruisers Car Rally
- Camping Rally bookings encouraged to book activities as well as camping
- Dwarf Athletic Association - retained

New Events 2011

- UK Bungee Club Corporate Team Building – February 40 – 60 people half day
 - Horse Riding Event March 2011
 - Chicken Run for Mencap at Easter
 - Bike Events – Orchid Cycle Event
 - African Celebrations Event May
 - Zip slides for charities
 - Hope City Hearts
 - Brighton Magpies Family Event
 - Scout 100th Anniversary Celebration event
 - Morris Minor Club will attend with MS Therapy Event in August
-
- ASA Open Water Swim retained and booked for 2011 and 2012
 - Triathlon intend to increase entry numbers to 800 in 2011 working with 5 national charities and promotion to 1,000 school children
 - Triathlon Event – 2011 European and world qualifier events, camping gained in 2010
 - New Holiday Programme for children H2O through Watersports
 - Holiday Programme Sparkles introduced in 2010

Planned Events

- Easter Eggventure event for the holiday period
- Car Rally & Themed Event linked to possibly the Morris Minor Club Rally in August
- Water Fight Event
- Kite Flying Event
- East Midlands Balloon event
- Music event
- Family activity weekend
- Christmas Event
- Continue with Halloween and Fireworks Event October
- Zip Slide

Show case and Links Formed

- Undertaken various show rounds of the park and development area
- Fred Hall PA systems – links to horse trials events,
- Chesterfield Tourism, Sheffield Tourism, Yorkshire South, Welcome to Yorkshire,
- Corporate Promotions work with hotels, Holiday Inn Sheffield, Holiday Inn Rotherham, Crown Hotel Bawtry, Mosborough Hall Hotel, Aston Hall Hotel, Aston Hotel
- Networking – Event Management Hub, Sheffield Events Unit,
- Sheffield Hallam University Events Students using the venue for their BA Honours final year units
- Event organisers / promoters have been given conducted tours
- Open Water Swim Salford were to use our venue if Salford was unavailable – show cased the venue to Nova Sports
- Yellow Bus Events Company

Environment

Upon takeover the park suffered with an increasing undesirable element both during events, weekend and out of hours. New enhanced and stricter security arrangements, has transformed the image of the park.

Extensive training investment in staff has continued. There is an active and ongoing staff improvement programme. There has been a management restructure to allow personal development and encourage initiatives

- A new picnic area and improved landscaping adjacent to 'railway station'.
- Improved and additional benches provided around park.
- Path around eastern end of lake renewed, with additional hard standing areas.

Future Plans

Viability studies have been approved for a new caravan park and lakeside café/meeting facility. Funding for this has been approved in principle and the projects should be commenced/operational in 2011 subject to legals and planning requirements

Education

Considerable effort has been applied to the educational elements with specialist education section established under a senior ranger. Majority of visits have historically been targeted at Key Stage 1. The education offer has been considerable extended and now also include tourism management, event management, landscape design and environmental courses.

The education department has established a 'roadshow approach' taking the expertise and experience directly into schools in the area. This has proved most popular with both students and teachers.

The aim is to continue to increase the number of educational visits by 2% each year over the next 5 years. This will be undertaken by continuous improvement and expansion of Education Packs through various media. Taking the education facility to the school will also continue to grow.

Existing customers will be targeted offering enhance targets to add to their programme, attract new customers by offering an attractive package; presenting this information to the decision makers in the schools we wish to target.

The performance is set out in the following chart.

	2008	2009 Base Line	2010	% increase 2009>2010	% increase from 2008
KS1	333	208	226	+ 8.65%	-32.13%
KS2	515	462	685	+ 48.27%	+ 33.01%
KS3	38	41	461	+ 1,024.39%	+1,13.16 %
Total	886	711	1372	+ 92.76%	+54.85%

This is in a period year where to total visits NATIONALLY have dropped.

PR and Communication

Green Flag Award retained with merit

Considerable effort has been applied to the educational elements with specialist Excellent relationships being built up with local and regional media. This is despite the fact that the only adverts in 2010 were placed in Image Magazine.

- BBC Filming Hull Group that trained / learned to sail at the park
- Yorkshire Air Ambulance incident
- Sheffield Star articles about Zorbing, Santa Dash
- Yorkshire Gold to be taken advantage of in 2011 re the sporting events – Triathlon, Hovercraft
- Web Banner on Yorkshire Gold website
- This is Y magazine Rother Valley included by Welcome to Yorkshire
- 118 Directory updated
- Chesterfield Canal Leaflet includes Rother Valley Country Park
- Trans Pennine Trail leaflet includes Rother Valley Country Park
- News letter articles organised through Peter Collins

Web Site

The new website is up and running and is updated on a weekly basis www.rvcp.co.uk

Corporate Packs to 25 businesses issued in December 2010

Information packs on the park and events has been distributed to organisations who have agreed to promote the facilities free of charge in 2011.

Off limits hen and stag parties interested in working with us meeting to be set up

Marketing Plan being revised with diverse targets for expanding promotion of the park.

- Complimentary articles have appeared on
- Zorbing : Sheffield Star and Image Magazine
- Corporate Activities: Local Government Magazines
- Canoe Focus Dwarf Athletic Association
- Leisure Opportunities – New Projects
- Welcome to Yorkshire this is Y: Rother Valley included

Summary

The foregoing represents not only significant financial investment but considerable progress in diversifying and improving the offer and awareness of the facilities of the park. The achievements and investment has been significant although much is not readily apparent until set in in a report such as now.

The restructured management have risen to the challenge, with latent talent being utilised to the full. The additional jobs and increased patronage are indicators of the initiatives paying off. A significant amount of resources have been reinvested in the park for the benefit of future years.

- **4 New Jobs**
- **Over £250,000 already invested in existing property and facilities**
- **25 New Events**
- **20 New activities**
- **Improved profile**
- **Future investment programme**
- **Exceeded all contracted KPI's consistently**

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Cabinet
2.	Date:	9th February, 2011
3.	Title:	Sheffield City Region Transport Strategy (2011-2026) and South Yorkshire LTP Implementation Plan (2011-2015)
4.	Directorate:	Environment and Development Services

5. Summary

This report outlines the content of the Sheffield City Region Transport Strategy and the South Yorkshire LTP Implementation Plan, which will form the core documents that comprise the third South Yorkshire Local Transport Plan (LTP3). It highlights the reasons we are considering our transport proposals across the area of the City Region, the vision that the strategy seeks to achieve, and the way in which it will be delivered with specific reference to the implications of LTP3 within Rotherham.

6. Recommendation

That Members endorse the Sheffield City Region Transport Strategy (2011-26) and the South Yorkshire LTP Implementation Plan (2011-15) and that they are formally adopted as Council policy.

7. Proposals and Details

Background

The Sheffield City Region Transport Strategy (2011-26) forms the core policy document for South Yorkshire's Third Local Transport Plan (LTP3). Unlike LTP2 which covered a 5 year period up to 2011 the Strategy covers the next 15 year period, from April 2011 to 2026, and has therefore enabled us to set out SCR's aspirations further into the future.

The second part of LTP3 is the South Yorkshire LTP Implementation Plan (2011-15). The Implementation Plan is a separate document that sits alongside the Strategy and provides a framework for our actions and expenditure in South Yorkshire over the next four years, with outline proposals for the period beyond.

Whilst the Strategy specifies our key priorities at a high level, the Implementation Plan describes in more detail how we will turn the Strategy into reality in the first few years of its delivery.

The Strategy and Implementation Plan have been prepared by the South Yorkshire LTP Partnership, which comprises South Yorkshire Passenger Transport Executive (SYPTe), Barnsley Metropolitan Borough Council (BMBC), Doncaster Metropolitan Borough Council (DMBC), Rotherham Metropolitan Borough Council (RMBC), and Sheffield City Council (SCC).

In contrast to previous Local Transport Plans, whilst there is still a statutory requirement for us to prepare our final LTP3 by April 2011, there is no longer an associated assessment or scoring process of LTP3 by the Department of Transport. However, once the final documents are endorsed the Sheffield City Region Transport Strategy and the South Yorkshire LTP Implementation Plan that constitute LTP3 will be sent to the DfT for information.

Sheffield City Region Transport Strategy

Peoples travel patterns are not restricted by administrative boundaries and in particular South Yorkshire's functional economic area and travel to work patterns extend into adjacent counties. The strategy is therefore defined across the Sheffield City Region, which includes the whole of South Yorkshire, and also parts of Derbyshire and Nottinghamshire, including the Peak District National Park.

The Sheffield City Region does not form a single administrative authority; South Yorkshire, Nottinghamshire and Derbyshire have the responsibility to fund improvements to their respective transport systems. Transport improvements in the SCR districts that lie outside of South Yorkshire are also covered in their own strategies and there is therefore a degree of geographical overlap between these different strategies. However, through the partnership working that has been undertaken it is considered that the strategies will be consistent with each other.

The Strategy identifies how to help people access jobs, leisure services and shops, as well as providing access to education and hospitals. It also addresses how transport can play a role in tackling climate change, road safety, promoting equality of opportunity and contribute to better, security and health. It considers all areas of transport - roads, air, walking and cycling, as well as access to the ports and the public transport network.

The Strategy will also look at transport's role in tackling social exclusion – something all the more important in difficult economic times. And it will examine how we can make the best use of our existing infrastructure.

The Strategy presents the vision for the Sheffield City Region and transport's role in contributing to it. The vision is:

'For the Sheffield City Region to offer people a great place in which to live, work, invest and visit. Focusing on SCR's prosperity and growth, we want it to make a greater contribution to the UK economy by having a local economy less dependent on the public sector, providing conditions for businesses to grow, and becoming the prime national centre for advanced manufacturing and low-carbon industries. To make SCR such a place, we need to keep people and goods moving effectively.'

A web link to the full Sheffield City Region Transport Strategy is attached at Appendix A.

The Strategy – Structure and Content

The Strategy document is structured as follows:

Executive Summary

A copy of the Executive Summary is attached at Appendix B.

Chapter 1 - Introduction

This introduces the strategy; it establishes the reasons why it covers the boundary of the SCR; it sets out the partnerships that have been formed and involved; and the process of producing the final document.

Chapter 2 - Our Vision

This chapter outlines the vision partners have for SCR and the role of transport in contributing to this.

The four goals for transport that stem from the vision are then set out, they are:

- to support the economic growth of SCR
- to enhance social inclusion and health
- to reduce the emissions from vehicles
- to make transport increasingly safe and secure

The Strategy through the vision highlights some of the key achievements that the SCR wants to build on including, within Rotherham:

- Rotherham's reputation as a centre of 21st century manufacturing technologies, including the Advanced Manufacturing Park.
- Opening up the Dearne Valley regeneration area, via a new link road.
- Congestion relief measure on 18 key routes in South Yorkshire, having a steady affect in reducing journey times.

Chapter 3 - The Evidence

This chapter summarises the significant amount of evidence that has been gathered on the challenges facing SCR from a transport perspective, linking them directly to the goals. This includes analysis of our transport networks, issues they face now and problems they are expected to experience in the future.

Amongst the challenges facing Rotherham that the Strategy highlights are:

- Congestion on main radial corridors, particularly the A630 and A633, causing unreliability and slow journey times.
- Overcrowding on rail services together with a limited capacity of the network to support longer trains or new services.
- Continued decline in bus patronage.

Chapters 4 to 7 – The Policies

These chapters form the core of the Strategy and are where each of the 26 policies, A to Z, are defined under one of the four goals presented in Chapter 2. Each of the policies is introduced with a background of why it is required; the policy is stated; and the actions that may be taken to deliver it are then outlined. The policies have been designed in order to address the challenges highlighted in Chapter 3.

In determining the final palette of 26 policies, A to Z, a significant amount of analysis and modelling work has been undertaken to determine whether their associated interventions provide the optimal outcomes across South Yorkshire and the SCR.

When developing the policies, several topics repeatedly came up as crossing the boundaries between goals. Throughout the Strategy these cross-cutting topics are used to highlight areas of overlap between the goals, they are:

- Squeezing more from our assets
- Ensuring our growth is sustainable
- Giving people choice
- Encouraging a cultural change

Chapter 8 - Outcomes and Monitoring

This chapter provides the framework for monitoring our performance towards delivering the Strategy and ensuring that our actions are delivering the desired outcomes, both within the transport system and the wider economic, social and environmental impacts. In a time of constrained resources the level of monitoring will be carefully considered so that the cost of undertaking any specific monitoring or data collection are justified by the benefits gained. It should also be noted that Central Government have confirmed that they will no longer require an annual monitoring report on our progress in delivering LTP3, and in line with this the level of monitoring we undertake will be reduced.

The Executive Summary attached at Appendix B provides more detail on the above and includes: the SCR vision; the four goals; a summary of each of the 26 policies and the 4 cross-cutting topics; and highlights some of the proposed key actions.

How the strategy affects Rotherham?

As a key Partner in the South Yorkshire LTP Partnership the Council will, through the decisions it takes and the projects, schemes and initiatives it delivers, influence the successful outcome of the Strategy. Whilst these decisions will primarily be in the areas of transportation, maintenance and network management that are related to activities in managing and improving our highway network and the movement of people and goods on it, the strategy also aims to influence and impact positively on outcomes in other areas of the Councils influence such as planning, education and health. Seeing the entire Strategy as a single framework is critical to its successful delivery as the different policies complement each other and do not work in isolation.

Throughout the Strategy many key initiatives for Rotherham are identified that each supports the successful delivery of the strategy’s vision. A summary of these is attached at Appendix C, and they include: the proposed Tram-Train trial between Rotherham and Sheffield; improved sustainable access to the Dearne Valley; and the Major Highway Improvement Schemes in Rotherham (A57 and Waverley Link Road).

In the ‘Consultation and Endorsement’ section below the involvement of Elected Members and Officers in the development of the Strategy is discussed. This involvement has sought to ensure that whilst the Strategy meets the strategic needs for the Sheffield City Region that the local needs within Rotherham are also met. As such, table 1 below highlights the association between the Strategy and the Council’s Corporate Plan, and shows a good fit between the goals of both documents.

Table 1 - Strategic fit of RMBC’s Corporate Goals and SCR Strategy Goals

RMBC’s Corporate Plan Goal	SCR Transport Strategy Goal
Ensure that no community is left behind	▶ Growing the Economy; Improving Social Inclusion and Health
Provide quality education	▶ Improving Social Inclusion and Health
Ensure care and protection are available to those who need it most	▶ Improving Social Inclusion and Health; Making transport increasingly safe and secure
Help to create safe and healthy communities	▶ Growing the Economy; Improving Social Inclusion and Health; Making transport increasingly safe and secure;
Improve the environment	▶ Reducing the emissions from vehicles

The LTP3 Implementation Plan - How the Strategy will be delivered

What is it?

The Implementation Plan provides a framework for our actions and expenditure in South Yorkshire for the next four years, with outline proposals for the period beyond. It recognises that funding and resource issues to deliver this Plan will present partners with key challenges and the need for significant prioritisation of ambitions. It sets out how we will go about delivering the SCR Transport Strategy. The Implementation Plan focuses on transport interventions in South Yorkshire, with neighbouring authorities in the SCR area setting out their actions in their own LTPs.

Implementation Plan – Structure and Content

The full South Yorkshire LTP Implementation Plan has been attached at Appendix D. The Implementation Plan is structured as follows:

Section 2 – Strategy Summary

This section contains a brief summary of our strategic vision, goals and policies

Section 3 – Strategy to Delivery

This section sets out a schedule of key actions we aim to pursue over the next four years in support of our policies.

Section 4 - South Yorkshire Investment Themes

This identifies the key investment themes we believe are important to a strategic South Yorkshire programme, and which will form the basis of our investment decisions. These are identified below along with some of the theme areas, in brackets, that will be given particular attention as the Annual Programmes are developed:

- **Asset Management and Maintenance** (delivering District Highway Maintenance programmes; integrating our approach to delivering maintenance and new highway improvements to add value; dealing with exceptional maintenance issues that would severely affect the strategic network and surrounding communities such as a bridge failure)
- **Congestion and Network Management** (building upon our capability to manage our highway network through the South Yorkshire Intelligent Transport System (SYITS); introducing 'permit to work in the highway' schemes and other improved Network Management principles; selective investment in physical improvements to our highway network to improve its robustness and reliability)
- **Public Transport** (providing better Public Transport connectivity; introducing Public Transport improvements that unlock sustainable regeneration and provide access to jobs)
- **Quality of Life** (promoting and encouraging Active Travel through various methods; increasing the mode share of sustainable travel; and promoting alternatives to travel)
- **Air Quality and Climate Change** (considering potential energy generation as part of our transport infrastructure; investment in low carbon vehicles and efficient fuel use; continued evaluation of emissions, air quality and noise)
- **Safer Roads** (enforcing road traffic law; designing and maintaining safe roads; and prioritising safer roads for Children and Young people)

Section 5 – District Plans

This section sets out the transport plans for each of South Yorkshire's four districts, showing how each district will contribute to the overall strategic goals, as well as how they propose to use devolved funding locally. Included within these plans are the SYPTE's public transport priority proposals for each district.

A copy of Rotherham's District Plan can be found on pages 37 – 40 of the Implementation Plan attached at Appendix D.

Section 6 – Resourcing our Plans

Here the plan considers the resource outlook for the next four years in the light of the LTP Settlement, and the Government's revised approach to major scheme funding. New competitive funding streams, including the Local Sustainable Transport Fund and Regional Growth Fund are also considered. The approach the LTP Partnership will take to formulating an effective and realistic delivery programme is also outlined.

Section 7 – Governance

This section defines the decision-making arrangements and structure and delivery and programme management arrangements that are established in South Yorkshire.

Funding the delivery of the Strategy

The LTP Settlement for 2011/2012 and 2012/2013 involves substantial reductions in Government funding for transport. The Integrated Transport Block (ITB) is historically the main source of capital funding for the South Yorkshire Strategic Investment Programme and is payable to SYITA. South Yorkshire has, under LTP2, divided its ITB into two elements: first, a Strategic Fund to support initiatives of South Yorkshire significance, and second, contributions to each of the District Councils to support their District Transport Plans. The Maintenance Block is calculated on a need-based formula and, from April 2011, will be payable to the SYITA rather than direct to District Councils.

Taking the IT and Maintenance Blocks together, the total LTP Capital funding available to South Yorkshire for the next four years is approximately £27m per annum, compared with recent years' figures which have ranged between £40m and £54m. The DfT's indicative figures show an increase to £30.8m in 2014/15, though still well below the funding levels of recent years. The letter from the DfT which details the LTP settlement for South Yorkshire (2011/12 to 2014/15) is attached at Appendix E.

Once the full implications of the settlement for South Yorkshire have been considered, the LTP3 scheme appraisal process has been completed, and priorities for investment determined, detailed programmes of investment will be established in our Annual Delivery Programme. This will be initially for Year 1 (2011/2012), building into a four year rolling programme going forward. The first programme is anticipated to be in place by spring 2011.

The Plan sets a framework for the broader delivery ambition in South Yorkshire, which would be achieved if partners had access to additional resources, for example Local Transport Sustainable Fund (LSTF) and Regional Growth Fund (RGF), which within the current period of constrained funding could be key to achieving many of the Strategy's goals. Over the coming months, partners will be agreeing the priorities and will pursue in parallel other funding opportunities.

Consultation and endorsement

Officers from the four South Yorkshire authorities have been heavily involved in the development and preparation of the Strategy and Implementation Plan and the successful delivery of the strategy will be dependant, to a significant extent, on the work undertaken by the district councils.

A significant amount of consultation has been undertaken on both the Strategy and the Implementation Plan; this included a 12 week public consultation, engagement with local businesses, community representatives, rail and bus operators and many others. This has been an intrinsic part of the process in developing a plan that reflects the needs of the many stakeholders involved.

A table that shows the timeline of meetings, presentations and workshops in which Rotherham's Elected Members (Leader, ITA Members and Local Ward Councillors), Council Officers, and other partners were involved is presented at Appendix F.

The Cabinet Members for Regeneration and Environment, and Town Centres, as Rotherham's Members on the ITA, have been involved throughout the production of LTP3, culminating in the endorsement of the final version of the SCR Transport Strategy for approval by Districts at the meeting of the ITA in January 2011.

Summary and Conclusions

As a statutory document prepared jointly by the South Yorkshire LTP Partnership both the strategy and the implementation plan that form LTP3 must be endorsed and in place by the 31 March 2011.

The Council as a partner Authority has to approve and endorse the joint LTP3 in a metropolitan area like South Yorkshire and Cabinet are asked to approve the Sheffield City Region Transport Strategy (2011-2026) and the South Yorkshire LTP Implementation Plan (2011-2015).

These documents will then be signed off by the South Yorkshire ITA at its meeting on the 3rd March 2011.

8. Finance

There are no direct financial implications arising from this report.

The LTP settlement is discussed and a copy of the settlement letter is attached at Appendix E.

9. Risks and Uncertainties

A key risk is that the expectations of the Strategy may not match the resources available with the consequence that it may not be possible to deliver to everyone's satisfaction. Monitoring of both the Strategy and the Implementation Plan will be undertaken to gauge our success.

Whilst the Strategy sets out our aspirations over the next 15 years it is not inconceivable that as we approach 2026 that our goals, or indeed the way in which we meet them through the more detailed policies of the Strategy, or the way in which we will deliver them through the actions contained within the Implementation Plan, may change. As such the Strategy and Implementation Plan will be reviewed at regular periods.

10. Policy and Performance Agenda Implications

This report sets out the adoption of the Sheffield City Region Transport Strategy and the South Yorkshire LTP Implementation Plan, which will form the core documents that comprise the third South Yorkshire Local Transport Plan (LTP3)

11. Background Papers and Consultation

Appendix A - Sheffield City Region (SCR) Transport Strategy (2011-26): web link to full document

Appendix B - SCR Transport Strategy Executive Summary

Appendix C - Summary of key Strategy initiatives within Rotherham

Appendix D - South Yorkshire LTP Implementation Plan (2011-15): full document

Appendix E – South Yorkshire LTP Settlement Letter (2011/12 - 14/15)

Appendix F – RMBC Member and Officer Strategy engagement - Timeline

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Appendix A

Full Sheffield City Region Transport Strategy document:
Final version for District approval

Due to the size of the document it can be accessed through the following link:

www.southyorks.gov.uk/embedded_object.asp?id=3541

EXECUTIVE SUMMARY

OUR STRATEGY

Sheffield City Region (SCR) is an area renowned for its strong industrial heritage and unique natural beauty. It lies at the heart of the UK, covering South Yorkshire (Barnsley, Doncaster, Rotherham and Sheffield) and parts of Nottinghamshire and Derbyshire, including the Peak District National Park. SCR has had a decade of rapid growth; it has re-established itself as a centre of advanced manufacturing and engineering, while also developing expertise in new areas such as digital media.

Despite its impressive transformation into a centre of 21st-century technologies, large parts of SCR still suffer from the effects of recession and deprivation. Some of the main urban areas are waiting to be redeveloped. Partners from across SCR have a vision to see it **offering people a great place in which to live, work, invest and visit.** Focusing on SCR's prosperity and growth, we want it **to make a greater contribution to the UK economy by having a local economy less dependent on the public sector, providing conditions for businesses to grow, and becoming the prime national centre for advanced manufacturing and low-carbon industries.** To make SCR such a place, we need **to keep people and goods moving effectively.**

The Sheffield City Region



Rotherham town centre

This transport strategy has been developed jointly by the SCR partners. The strategy defines our priorities for our transport system, to be implemented over the next 15 years. It forms part of the Local Transport Plan for South Yorkshire, but it covers the wider SCR, which functions as a coherent economic area, with a transport system that also serves people from Chesterfield, Worksop, the Peak District and their vicinity. Formally, this strategy will influence spending priorities in South Yorkshire only, as the other counties are also developing their own transport strategies, but we are working in partnership so that this strategy is shared by all SCR districts.

OUR GOALS

The transport networks in SCR have to meet a range of needs and support different types of travellers or businesses. Our transport system needs to help people get around as easily as possible, in order to enable them to be economically, socially and physically active. Transport links should ensure that people are connected to a range of work, training, shopping and leisure opportunities which they can then choose from. We separate this overall vision into several different elements so that we can associate them with clear actions and then measure their outcomes.

Our first and primary goal is for the transport system to **support the economic growth of SCR**. We see SCR becoming a magnet for investment and business relocation; this requires improved connectivity to local and national destinations by reducing congestion, unreliability and overcrowding. SCR is set for major regeneration and redevelopment; this calls for providing new transport links as well as improving townscape in some places. We are determined to enable everyone in SCR to enjoy the benefits of employment and education; this entails making such opportunities easily accessible to those seeking them.

Our second goal is for the transport system to **enhance social inclusion and health**. The transport system needs to ensure that people in all parts of SCR have access to a variety of activities, paying particular attention to those who cannot easily afford their travel, to people who do not have access to a car and to those with other special needs. Transport improvements are necessary to provide good access to medical, social and community services. People's travel habits have a direct impact on their health, and we therefore intend to further encourage active means of travel so that people can remain fit for whatever activities they choose to take part in.

Our third goal is to **reduce the emissions from vehicles**, since they lead to air pollution and climate change. We mean to create a culture whereby people are happy to make sustainable travel choices and where economic prosperity goes hand-in-hand with carbon efficiency. We also intend to promote sustainability by establishing an integrated approach to transport and land use planning.

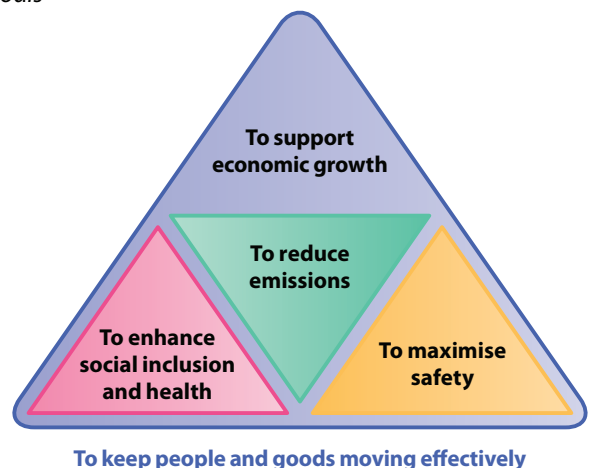
Our fourth goal is to make **transport increasingly safe and secure**, especially to those who are currently at a higher risk. People should become confident that they can use our transport networks free of harm and that their safety does not depend on which form of transport they use. This will have a direct impact on people's wellbeing, but also a more indirect benefit in economic terms.

The four goals are summarised in the figure below, alongside the need to keep people and goods moving effectively, which derives directly from our vision.



Sheffield City Hall

Our Goals







OUR POLICIES

To meet our goals we have created a set of 26 policies, A to Z, which summarise our highest priorities for transport improvements over the next 15 years. The specification of these policies has been supported by detailed analysis and based on firm evidence.




































The policies are summarised in the table below. Together, these policies form a complete framework to guide all decision-making processes concerning SCR’s transport system.

Legend of cross-cutting topics:

-  Squeezing more from our existing assets
-  Ensuring our growth is sustainable
-  Giving people choice
-  Encouraging a cultural change

Our policies, A to Z

To support economic growth		
A	To improve surface access to international gateways	
B	To improve the reliability and resilience of the national road network using a range of management measures	
C	To promote efficient and sustainable means of freight distribution, while growing SCR’s logistics sector	
D	To improve rail services and access to stations, focusing on interventions that can be delivered in the short term	   
E	To ensure SCR is served by High Speed Rail	  
F	To improve connectivity between major settlements	
G	To deliver interventions required for development and regeneration	
H	To develop high-quality public places	  
I	To focus new development along key public transport corridors and in places adjacent to existing shops and services	   
J	To apply parking policies to promote efficient car use, while remaining sensitive to the vulnerability of urban economies	 
K	To develop public transport that connects people to jobs and training in both urban and rural areas	 
L	To reduce the amount of productive time lost on the strategic road network and improve its resilience and reliability	
M	To ensure our networks are well-maintained	

To enhance social inclusion and health		
N	To develop user-friendly public transport, covering all parts of SCR, with high quality of integration between different modes	  
O	To ensure public transport is accessible to all	 
P	To work with operators to keep fares affordable, especially for travellers in need	 
Q	To provide efficient and sustainable access to our green and recreational spaces, so that they can be enjoyed by all residents and attract tourism	   
To reduce emissions		
R	To work to improve the efficiency of all vehicles and reduce their carbon emissions	  
S	To encourage active travel and develop high-quality cycling and walking networks	  
T	To provide information and travel advice for the users of all modes of transport, so that they can make informed travel choices	   
U	To support the generation of energy from renewable sources, and use energy in a responsible way	  
V	To improve air quality, especially in designated AQMA areas	
To maximise safety		
W	To encourage safer road use and reduce casualties on our roads	 
X	To work with the Police to enforce traffic laws	 
Y	To focus safety efforts on vulnerable groups	 
Z	To improve safety and the perception of safety on public transport	   

OUR ACTIONS

The policies are designed so that they can be translated into actions. We have carried out work to forecast the likely impacts of these actions, and this has provided further justification to the full policy framework. The following are actions of a strategic nature that derive directly from our policies. Additional actions are presented in detail in the implementation plan and annual delivery programmes.

To support business growth in SCR, we will **improve interurban connectivity** by strengthening rail links to London, Manchester, Leeds and Nottingham on the Midland Main Line, East Coast Main Line and Trans Pennine routes. To facilitate employment opportunities we will also **create new links to major regeneration areas**, for example in East Doncaster, the Dearne Valley, Rossington, Waverley, the Lower Don Valley, Markham Vale and Junctions 36-37 of the M1.

Opening up opportunities for economic growth results in additional car trips and potentially increased levels of congestion. Enhanced activity on our transport networks is a welcome sign of economic vitality but might also give rise to levels of congestion that would thwart the efforts to make our area prosper.

A significant improvement to the performance of our networks will therefore be achieved via **active traffic management** on the motorways and the use of **intelligent traffic control systems** in both our road and rail networks. A **boost to the capacity and reliability** of these networks will be achieved through contingency planning and real-time event handling. As part of the effort to **relieve congestion hotspots**, we will also embark on a series of targeted improvements on routes such as the A57, A61 and Junction 34 on the M1.

There is clear evidence that the likely impact of population growth over the lifespan of the strategy, coupled with a considerable rise in car ownership, would be greater than the mitigating effect of these interventions. Extensive work to **provide a choice between car and other modes of travel**, especially for short-distance trips, would therefore be required in order to tackle further increase in congestion, loss of productive time, air pollution and high carbon emissions.

We will give people more travel options using a range of **public transport enhancements**, including the introduction of additional train and tram vehicles, improved links between Barnsley and Doncaster, the “tram-train” project between Sheffield and Rotherham, improved access to the redevelopment area around the Robin Hood Airport, and Park and Ride schemes on selected corridors.

We will also **design pedestrian-friendly streets and footpaths, create a continuous cycling network**, support car clubs and car sharing schemes, and make information about all these travel options easier to find and use. We will take action to **make a wiser use of energy** through assisting drivers in becoming more fuel-efficient, enforcing speed limits and encouraging the use of less polluting vehicles.

Our analysis indicates that even when all the measures listed above are combined, their joint effect is still not large enough to prevent the natural evolution of congestion and the associated risks to SCR’s economy and environment. For our actions to become truly effective, we will seek to **influence land use planning processes** so that the location of new development **reduces the need to travel** long distances. This will allow people to undertake most of their activities in central places, such as Barnsley’s Accessibility Improvement Zone, which are convenient for the users of all transport modes.

Our approach to traffic management in urban centres will acknowledge the **importance of parking provision** to local businesses, and the vulnerability of local economies to restricted access by car. Nevertheless, we will remain alert to increasing congestion in these centres, and will consider applying **measures to reduce congestion** over time.

There is strong evidence that the success of these actions depends on our ability to **apply them consistently and jointly as a combined package**. By introducing improvements to all travel modes, better management of our networks and an integrated spatial planning approach, transport will play a central role in helping SCR to thrive and flourish.

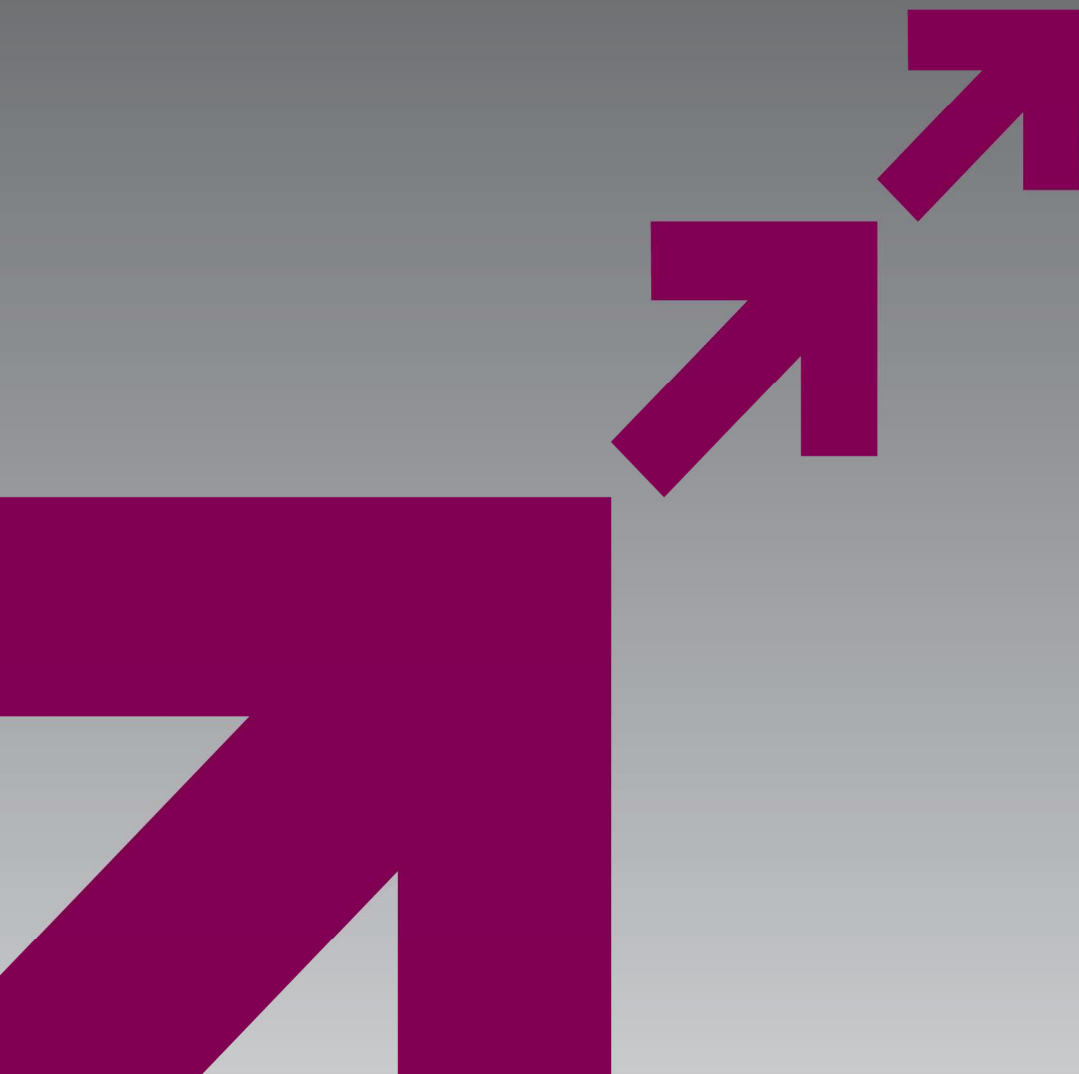
Summary of key Strategy initiatives within Rotherham

Appendix C

Key initiatives for Rotherham

<i>Topic</i>	<i>Place in the strategy</i>
Connectivity along the Lower Don Valley will be strengthened by Bus Rapid Transit, serving Rotherham's vibrant town centre. In Waverley and the Advanced Manufacturing Park we will demonstrate the principle of prioritising development adjacent to high-quality public transport corridors.	Our Vision (p9 fig 2.2)
Better integration of the labour markets of Sheffield and Rotherham by improving connections between the two centres. Some limitations of current connectivity between the centres of Barnsley, Rotherham and Doncaster present an additional obstacle to SCR realising its full economic potential. Access to the growing opportunities in the Dearne Valley is also limited from all these centres, and is critical for the re-branding of the area as a role model of sustainable economic recovery.	Supporting Economic Growth Policy B (p51 4.60-4.61)
We will pursue the proposal for a "tram-train" scheme between Sheffield and Rotherham.	Supporting Economic Growth Policy F (p52 4.65)
We will examine proposals to improve connectivity between Barnsley, Rotherham and Doncaster and to provide better access to the Dearne Valley. These proposals are still to be developed in detail.	Supporting Economic Growth Policy F (p52 4.66)
Bus Rapid Transit (BRT) 'South'. The scheme will link Waverley to Rotherham and Sheffield and include a Park and Ride facility.	Supporting Economic Growth Policy G (p54 4.78)
BRT 'North'. The scheme will connect development sites in the Lower Don Valley with the centres of Rotherham and Sheffield.	Supporting Economic Growth Policy G (p54 4.78)
Waverley link road. This is a new connection to link the Advanced Manufacturing Park and surrounding area to Sheffield and Rotherham centres and the M1.	Supporting Economic Growth Policy G (p54 4.78)
The A57 scheme in Rotherham. This will provide access to the M1 junction 31. It is important for safety reasons and for the continued regeneration of the former Dinnington Colliery site.	Supporting Economic Growth Policy G (p54 4.78)
We will continue to work with partners and with the public to design improvements to streetscape and the urban environment. Key examples include improving accessibility and streetscape between the railway station and town centre in Rotherham, and promoting a more vibrant environment through encouraging retail.	Supporting Economic Growth Policy H (p57 4.86)
Improve the bus offer by developing voluntary agreements with operators or, in Sheffield and South Rotherham, through the possible introduction of a Quality Contract Scheme.	Enhancing Social Inclusion and Health Policy N (p75 5.48)
In areas such as the Dearne Valley we will support local initiatives to deliver a low-carbon environment, closely linked with the provision and maintenance of infrastructure for the use of pedestrians and cyclists.	Reducing Emissions Policy S (p80 6.28)
We note the importance of monitoring noise pollution across SCR and taking actions to mitigate it, where any noise issue is identified. Such action is already being taken in a number of locations in SCR, such as Bawtry Road in Wickersley, Rotherham.	Reducing Emissions Policy V (p80 6.51)

SOUTH YORKSHIRE LTP IMPLEMENTATION PLAN 2011-2015



LTP3 IMPLEMENTATION PLAN

DRAFT VERSION 4: 25 JANUARY 2011

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1 INTRODUCTION

1.1 The Local Transport Plan (LTP) is a statutory document which sets out how transport will help support the advancement of the Sheffield City Region (SCR) over the next 15 years.

1.2 South Yorkshire's third Local Transport Plan (LTP3) has three component parts: the Strategy, the Implementation Plan (this document) and the Annual Delivery Programme which will set out in detail the agreed prioritised delivery programme for the next financial year as well as briefly outlining the proposed four year programme.

◆ The Sheffield City Region Transport Strategy 2011-2026

1.3 The Strategy defines the transport priorities for the next 15 years. It acts as the LTP Strategy for South Yorkshire, but covers the larger SCR area because our transport system also serves Chesterfield, Worksop, Bolsover, the Peak District and their vicinity, which form part of the wider SCR economy.

1.4 The Strategy has been prepared by the South Yorkshire LTP Partnership, which comprises South Yorkshire Passenger Transport Executive (SYPTe), and Barnsley Metropolitan Borough Council (BMBC), Doncaster Metropolitan Borough Council (DMBC), Rotherham Metropolitan Borough Council (RMBC), and Sheffield City Council (SCC). The Strategy has been shaped jointly with our City Region Partners in Derbyshire and Nottinghamshire, and in consultation with key partners such as South Yorkshire Police, the Primary Care Trusts (PCTs), and the Highways Agency.

◆ The South Yorkshire Implementation Plan

1.5 This document provides a framework for our actions and expenditure in South Yorkshire for the next four years, with outline proposals for the period beyond. It recognises that funding and resource issues to deliver this Plan will present partners with key challenges and the need for significant prioritisation of ambitions. It sets out how we will go about delivering the SCR Transport Strategy. The Implementation Plan focuses on transport interventions in South Yorkshire, with neighbouring authorities in the SCR area setting out their actions in their own LTPs.

1.6 The Plan does set a framework for the broader delivery ambition in South Yorkshire, which would be achieved if partners had access to additional resources, for example Local Transport Sustainable Fund (LSTF) and Regional Growth Fund (RGF). Over the next several months, partners will be agreeing the priorities and will pursue in parallel other funding opportunities. In the meantime, the principles for this prioritisation process are set out in this Plan.

◆ LTP Annual Delivery Programme

1.7 The LTP Settlement for 2011/2012 and 2012/2013 involves substantial reductions in Government funding for transport. Once we have considered the full implications of the Settlement for South Yorkshire, we will draw up detailed programmes of investment in our Annual Delivery Programme and understand the opportunity to secure additional funds. This will be initially for Year 1 (2011/2012), building into a four year rolling programme going forward. We aim to have the first programme in place by spring 2011 and to refresh it annually and this programme will be based on the prioritisation of LTP3 funds.

Structure of the Document

- 1.8 In Section 2 of the document we briefly summarise our strategic goals, policies and key principles.
- 1.9 In Section 3, we set out a schedule of key actions we aim to pursue over the next four years in support of our policies.
- 1.10 Section 4 identifies the key investment themes we believe are important to a strategic South Yorkshire programme, and which will form the basis of our investment decisions.
- 1.11 Section 5 sets out the transport plans for each of South Yorkshire's four districts, showing how each district will contribute to our overall strategic goals, as well as how they propose to use devolved funding locally. The section includes the SYPTE's public transport priority proposals for each district.
- 1.12 All of the above needs to be conditioned by the resources likely to be available. In Section 6, we consider the resource outlook for the next four years in the light of the LTP Settlement, and the Government's revised approach to major scheme funding. We set out the approach we will be taking to formulating an effective and realistic delivery programme.
- 1.13 Section 7 sets out our decision-making arrangements and structure and delivery and programme management arrangements.

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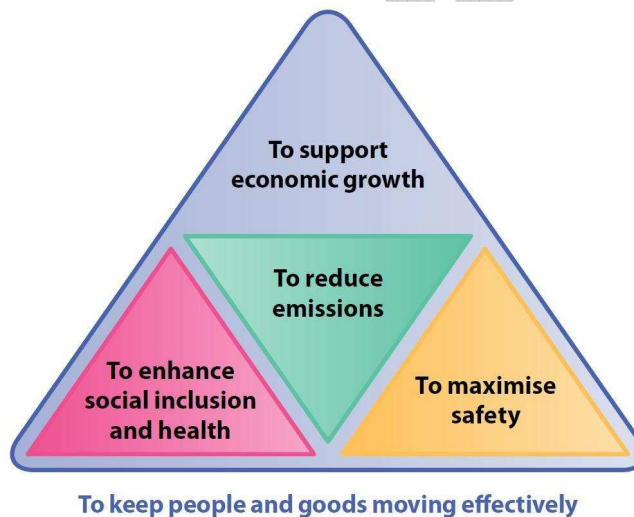
2 STRATEGY SUMMARY

OUR VISION

- 2.1 Our Vision is for SCR to offer people a great place in which to live, work, invest and visit. The vision has a primary focus on the area's prosperity and growth, aspiring to make a greater contribution to the UK economy by having a local economy less dependent on the public sector, providing conditions for businesses to grow, and becoming the prime national centre for advanced manufacturing and low-carbon industries.
- 2.2 The Transport Strategy, Implementation Plan and LTP Annual Delivery Programme are about transport's role in making this a reality.

OUR GOALS

- 2.3 Our Transport Strategy has four main goals. Our primary goal is to support the economic growth of the City Region. At the same time we aim to enhance social inclusion and health, reduce greenhouse gas emissions, and maximise safety.



OUR POLICIES

- 2.4 To meet our goals, we have identified 26 transport policies which summarise our key priorities for action and investment over the next 15 years. The 26 policies are summarised in *Table 1*, together with the implementation group (*see Appendix 1*) which will lead on each.

Table 2.1: SCR Transport Strategy: Policies

		Policy	Lead Implementation Group
To Support Economic Growth	A	To improve surface access to international gateways	SLG
	B	To improve the reliability and resilience of the national road network using a range of management measures	CNMG
	C	To promote efficient and sustainable means of freight distribution, while growing SCR's logistics sector	CNMG
	D	To improve rail services and access to stations, focusing on interventions that can be delivered in the short term	PTB
	E	To ensure SCR is served by High Speed Rail	PTB
	F	To improve connectivity between major settlements	PTB
	G	To deliver interventions required for development and regeneration	SLG
	H	To develop high-quality public places	QOL
	I	To focus new development along key public transport corridors and in places adjacent to existing shops and services	SLG
	J	To apply parking policies to promote efficient car use, while remaining sensitive to the vulnerability of urban economies	CNMG
	K	To develop public transport that connects people to jobs and training in both urban and rural areas	PTB
	L	To reduce the amount of productive time lost on the strategic road network and improve its resilience and reliability	CNMG
	M	To ensure our networks are well-maintained	AMMG
To Enhance Social inclusion and Health	N	To develop user-friendly public transport, covering all parts of SCR, with high quality of integration between different modes	PTB
	O	To ensure public transport is accessible to all	PTB
	P	To work with operators to keep fares affordable, especially for travellers in need	PTB
	Q	To provide efficient and sustainable access to our green and recreational spaces, so that they can be enjoyed by all residents and attract tourism	QOL
To Reduce Emissions	R	To work to improve the efficiency of all vehicles and reduce their carbon emissions	AQCG
	S	To encourage active travel and develop high-quality cycling and walking networks	QOL
	T	To provide information and travel advice for the users of all modes of transport, so that they can make informed travel choices	QOL
	U	To support the generation of energy from renewable sources, and use energy in a responsible way	AQCG
	V	To improve air quality, especially in designated AQMA areas	AQCG
To Maximise Safety	W	To encourage safer road use and reduce casualties on our roads	SRP
	X	To work with the Police to enforce traffic laws	SRP
	Y	To focus safety efforts on vulnerable groups	SRP
	Z	To improve safety and the perception of safety on public transport	PTB

Key to Implementation Groups: AQCG - Air Quality and Climate Group; AMMG - Asset Management and Maintenance Group; CNMG - Congestion and Network Management Group; PTB - Public Transport Board; QoL - Quality of Life Group; SRP - Safer Roads Partnership; SLG - Strategic Leadership Group.

OUR PRINCIPLES

2.5 In translating our Transport Strategy into action, we will follow four cross-cutting principles:-

- ◆ **We will squeeze more from existing assets** – in the current funding climate this principle will ensure our assets are well managed and maintained and used to their fullest potential, minimising the need for major infrastructure work is key to this first Implementation Plan. Our efforts will be targeted on the routes, locations, customer groups and issues we have identified from our evidence base as being particularly important.
- ◆ **We will make our growth sustainable** - we will look to achieve economic growth while minimising the impact on the environment, reducing emissions wherever possible;
- ◆ **We will give people choice** – we will enable people to make informed choices about whether and how they travel, through providing a range of transport links and services to match varying lifestyles;
- ◆ **We will encourage a change in travel culture** - facilitating a shift from car-dependency to more active and sustainable travel modes.

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3 STRATEGY TO DELIVERY

- 3.1 The key actions we will pursue over the next four years to advance our 26 policies are outlined below. Some of the actions have significant investment implications, and these are developed more fully in Section 4 of the document. Our ability to progress all the actions listed below will be dependent on the resources available.
- 3.2 Our key actions will be subject to a severe prioritisation to take account of available resources and will be actively monitored and managed by the South Yorkshire LTP Central Team.

SUPPORTING ECONOMIC GROWTH

- 3.3 Our primary concern is to ensure that our transport infrastructure and system actively supports the economic growth of the City Region. This means reinforcing the area's strengths and providing the conditions for private sector-led growth, to enable the area to become the prime national centre for advanced manufacturing and low-carbon industries, as envisaged by the SCR's Local Enterprise Partnership (LEP).
- 3.4 We will invest in opening up new opportunities for growth, employment and redevelopment. We will focus on improving transport links to South East Doncaster, Rossington, Waverley, the Lower Don Valley and the M1 Junction 36 in Barnsley, where there is excellent potential for economic growth and job creation. Other examples of connections which can help people access new opportunities include improved links between Barnsley to Doncaster, the "tram-train" project between Sheffield and Rotherham, improved access to the redevelopment area around the Robin Hood Airport Doncaster and Sheffield (RHADS), upgrading of the East Coast Mainline (ECML) and Midland Mainline (MML) and the High Speed Rail (HSR) to London, the South (and the north on the ECML) and improvements between Sheffield and Manchester.

Table 3.1: Supporting Economy Growth

Policy	Action	Lead Group
A	To improve surface access to international gateways	SLG
	<ul style="list-style-type: none"> ◆ Progress Finningley and Rossington Regeneration Route Scheme (FARRRS) ◆ Enhance public transport access to RHADS ◆ Improve rail access to Manchester Airport, including schedules, reliability and frequency 	
B	To improve the reliability and resilience of the national road network using a range of management measures	CNMG
	<ul style="list-style-type: none"> ◆ Work with the Highways Agency to improve the effective capacity of the M1, A1 and M18 ◆ Work with the Highways Agency to keep the A628 and A616 open in extreme weather ◆ Help the Highways Agency to minimise disruption after road incidents ◆ Expand and enhance the intelligent transport system (ITS) and strengthen links with Regional Control Centres ◆ Coordinate Investment Programmes to remove any duplication and minimise disruption 	

C	To promote efficient and sustainable means of freight distribution, while growing SCR's logistics sector	CNMG
	<ul style="list-style-type: none"> ◆ Establish a sub-regional Freight Quality Partnership and other forums, as required, to deal with specific local freight issues to include freight industry and Network Rail representation ◆ Support the freight and logistics industry by developing robust road works and incident information streams ◆ Develop bespoke freight route information and mapping for larger freight distribution centres and destinations in the sub-region ◆ Support proposed 'inland port' at Doncaster ◆ Consider, with Network Rail, the most advantageous ways of improving rail freight connections ◆ Consider potential for shifting more freight from road to rail or waterways and for rail-road distribution centres ◆ Produce a South Yorkshire Freight Strategy and Action Plan 	
D	To improve rail services and access to stations, focusing on interventions that can be delivered in the short term	PTB
	<p>Press for:-</p> <ul style="list-style-type: none"> ◆ Electrification/enhancement of sections of the MML (in particular in the East Midlands) ◆ Journey time and capacity improvements to MML, ECML and between city regions ◆ Work with operators and Government to seek improvements to service patterns, frequency and journey times to London, Manchester, Leeds, Nottingham and other key destinations ◆ Work with Network Rail to seek improvements to connectivity and journey times between Sheffield and Manchester, including the remodelling of Dore Junction; Sheffield-Swinton-Moorthrope including Holmes Chord improvement; Doncaster-Wakefield ◆ Continue to lobby for improvements to Sheffield-Barnsley-Leeds line (especially Horbury Junction), higher capacity on the Penistone line. ◆ Secure improvements to train capacity, additional carriages, new rolling stock, and Holmes Chord improvement ◆ Provide public transport access to existing and new stations ◆ Provide information and travel planning services to support access to gateway stations 	
E	To ensure SCR is served by High Speed Rail	PTB
	<ul style="list-style-type: none"> ◆ Press for SCR to be served by HSR ◆ Identify accessible location for HSR station 	

F	To improve connectivity between major settlements	PTB
	<ul style="list-style-type: none"> ◆ Improve connectivity between Barnsley, Rotherham, Sheffield and Doncaster, and access to Dearne Valley. In the first instance examining options between Barnsley and Doncaster ◆ Implement further key bus route and Smart Route improvements ◆ Identify and correct small scale problems across county (eg 'hotspots' programme) ◆ Continue to develop and implement major schemes between urban centres and to improve travel to work links, including:- <ul style="list-style-type: none"> – Sheffield-Rotherham tram-train scheme – Supertram: provision of additional vehicles – Bus Rapid Transit (BRT) North scheme through Lower Don valley – Bus Rapid Transit (BRT) South scheme through Waverley Masterplan area 	
G	To deliver interventions required for development and regeneration	SLG
	<ul style="list-style-type: none"> ◆ Increase capacity of White Rose Way (A6182) ◆ Waverley Link Road to the Advanced Manufacturing Park ◆ BRT North scheme through Lower Don Valley ◆ BRT South scheme through Waverley Masterplan area ◆ Improve access for M1 to employment growth points in Barnsley 	
H	To develop high-quality public places	QOL
	<ul style="list-style-type: none"> ◆ Improve Rotherham Station and its links to town centre ◆ Make improvements in Dearne Valley ◆ Improve urban design, removal of sign and street furniture clutter when undertaking transport schemes and maintenance programmes 	
I	To focus new development along key public transport corridors and in places adjacent to existing shops and services	SLG
	<ul style="list-style-type: none"> ◆ Ensure transport policy is reflected in Local Development Plans (LDPs) ◆ Ensure forward land use plans are focussed on development in places easily accessible by public transport ◆ Work with operators and developers to ensure appropriate provision of public transport to serve new developments ◆ Ensure good walking and cycling access to local facilities as a consideration for development 	
J	To apply parking policies to promote efficient car use, while remaining sensitive to the vulnerability of urban economies	CNMG
	<ul style="list-style-type: none"> ◆ Develop consistently applied parking policies for the short term ◆ Consider, at the appropriate time, any necessary measures such as higher long-term stay parking fees and workplace parking levies, to promote efficient car use 	

K	To develop public transport that connects people to jobs and training in both urban and rural areas	PTB
	<ul style="list-style-type: none"> ◆ Revise supported services criteria to reflect emphasis on employment and economic development ◆ Provide services targeted on accessibility to work, training and education ◆ Work with employers and developers to provide services that match patterns of working ◆ Work with large travel generators (hospitals, universities, retailers) to provide flexible public transport options ◆ Identify and implement the most efficient public transport solutions, including community transport and demand responsive transport, to meet local needs ◆ Continue to implement bespoke solutions (eg Wheels to Work (W2W), car sharing, car clubs, taxi initiatives) where they show value for money ◆ Continue to develop information tools that enhance access to public transport ◆ Implement further key bus route and Smart route improvements ◆ Identify and correct small scale problems across county (eg 'hotspots' programme) ◆ Develop park and ride on key strategic routes focused on the largest urban centres 	
L	To reduce the amount of productive time lost on the strategic road network and improve its resilience and reliability	CNMG
	<ul style="list-style-type: none"> ◆ Improve core network management processes eg permit to work in the highway scheme ◆ Selected investment in the strategic network, having regard to the prioritisation of route sections. ◆ Expand and enhance the ITS to help improve capacity ◆ Strengthen inter-agency contingency planning ◆ Develop a process with partners to learn lessons from events and enhance plans 	
M	To ensure our networks are well-maintained	AMMG
	<ul style="list-style-type: none"> ◆ Maintain all networks in a prioritised manner, including the new Strategic Network ◆ Complete Transport Asset Management Plan (TAMP) for South Yorkshire ◆ Coordinate Investment Programmes with TAMP to remove any duplication and minimise disruption ◆ Integrate safer roads principles into HAMPs and South Yorkshire TAMP ◆ Carry out regular inspections of highway network to identify defects ◆ Implement junction improvements, traffic calming etc on a 'worst first' basis ◆ Build needs of pedestrians and cyclists into remediation works ◆ Ensure cycling and walking routes are well maintained and swept ◆ Ensure high quality lining, signing, and lighting 	

ENHANCING SOCIAL INCLUSION AND HEALTH

3.5 A further goal is for the transport system to enhance social inclusion and health.

3.6 We aim to develop infrastructure and services which encourage people to get round their towns and neighbourhoods and to enjoy the benefits of employment, education and training as well as active leisure. We want to support cultural change into a future where people actively make journeys by sustainable travel modes.

Table 3.2: Enhancing Social inclusion and Health

Policy	Action	Lead Group
N	To develop user-friendly public transport, covering all parts of SCR, with high quality of integration between different modes	PTB
	<ul style="list-style-type: none"> ◆ Make public transport a competitive travel option, through delivery of Public Transport Implementation Plan ◆ Develop and maintain close voluntary and statutory partnership working with bus operators and, if necessary, quality contracts ◆ Provide small, medium and large park and ride sites and associated 'ride' services ◆ Develop and improve interchanges and mini-interchanges ◆ Improve the integration of public transport with walking and cycling ◆ Continue to develop a flexible integrated multi-modal ticketing alongside the 'Yorcard' smart ticketing system for West and South Yorkshire ◆ Ensure accessibility planning and updating the 'tendered services criteria model' provide good level of accessibility at the times people need to use them, as well as connecting people to jobs (policies G and K) ◆ Make full use of public transport service options available (including demand responsive and scheduled services) ◆ Enhance access to most relevant or useful essential services ◆ Deliver 'Smarter Choices' measures to inform people of the transport choices available ◆ Continue to invest in our 'Real Time' system to provide information to public transport users to inform their choices and provide peace of mind. ◆ Provide other public transport options, including Community Transport buses, dial-a-ride and other solutions to help meet travel needs 	
O	To ensure public transport is accessible to all	PTB
	<ul style="list-style-type: none"> ◆ Ensure special attention is paid to those with particular needs or learning disabilities (in vehicles, infrastructure and service provision) ◆ Invest in low floor buses ◆ Provide raised kerbs at bus stops 	
P	To work with operators to keep fares affordable, especially for travellers in need	PTB
	<ul style="list-style-type: none"> ◆ Lobby and work with Government to ensure funding is sufficient to deliver the accessibility needed in the City Region ◆ Supporting the national concessionary travel scheme through adding local increments to the national Government scheme, for example extending it to the tram system, and providing child concessions ◆ Work with operators in partnership and lobby to keep fares affordable ◆ Work with operators to define new ways in which local and national funding ◆ Agree discount on pre-paid ticketing for future Smarter Choices campaigns 	
Q	To provide efficient and sustainable access to our green and recreational spaces, so that they can be enjoyed by all residents and attract tourism	QOL
	<ul style="list-style-type: none"> ◆ Ensure car access to green spaces is managed ◆ Provide alternative public transport options for accessing green and recreational spaces ◆ Improve walking and cycling infrastructure to green and recreational spaces 	

REDUCING EMISSIONS

3.7 A further goal is **to reduce the emissions from vehicles and the supporting transport infrastructure**, since these can lead to air pollution and climate change, with serious health impacts. We want to support a cultural change into a future where people are happy to make sustainable travel choices, this will mean tackling the reasons people do not choose more sustainable travel options, for example confidence in bus punctuality and issues of affordability. There are already a number of Air Quality Management Areas (AQMAs) in the SCR and we will strive to reduce these by working with the relevant bodies and policy leaders. We will promote an approach to land use planning which

reduces the need to travel, and ensure schemes are progressed in a way which maximises environmental benefits and minimises environmental harm.

- 3.8 We will also take action to make wiser use of energy. We will do this through educating drivers how to be more fuel-efficient and encouraging the use of less polluting vehicles. Many of our policies aim to make SCR less car-dependent, and our approach to their implementation combines the provision of better alternatives with taking complementary planning and enforcement steps. The provision of alternatives includes improving the walking and cycling environment and designing pedestrian-friendly streets; creating an improved quality on- and off- street cycle network; tackling the reasons for non-use of public transport and making information about public transport services easier to find and understand; and strengthening the integration between public transport routes.

Table 3.3: Reducing Emissions

Policy	Action	Lead Group
R	To work to improve the efficiency of all vehicles and reduce their carbon emissions	AQCG
	<ul style="list-style-type: none"> ◆ Invest in low carbon vehicles ◆ Develop low carbon infrastructure ◆ Work with partners to aid delivery of low carbon initiatives eg Plugged in Places ◆ Incentivise low carbon vehicle use (eg preferential parking) ◆ Promote eco-driving initiatives eg ECO-stars scheme 	
S	To encourage active travel and develop high-quality cycling and walking networks	QOL
	<ul style="list-style-type: none"> ◆ Enhance on and off-road cycling and walking network ◆ Provide better facilities for cyclists and pedestrians at rail stations/interchanges, employers and service outlets ◆ Implement South Yorkshire Cycling Strategy (SYCS) ◆ Linked District-level cycle action plans ◆ Cycling and pedestrian training and safety initiatives 	
T	To provide information and travel advice for the users of all modes of transport, so that they can make informed travel choices	QOL
	<ul style="list-style-type: none"> ◆ Tackle the barriers to the use of public transport ◆ Improved marketing and promotion through targeted travel behavioural change campaigns ◆ Information, travel advice and personalised travel planning covering the whole journey experience ◆ Travel planning schemes with employers and service organisations 	
U	To support the generation of energy from renewable sources, and use energy in a responsible way	AQCG
	<ul style="list-style-type: none"> ◆ Consider how micro-generation can be incorporated into interchanges, road signs, bus shelters etc 	
V	To improve air quality, especially in designated AQMA areas	AQCG
	<ul style="list-style-type: none"> ◆ Work with Highways Agency to better manage vehicle flow on national network ◆ Accelerate take-up of cleaner engines ◆ Sustain air quality monitoring and modelling 	

MAXIMISING SAFETY AND SECURITY

3.11 A further goal is **to make transport increasingly safe and secure**, especially to those who are currently at a higher risk. This will have both direct impacts on people's wellbeing and wider, indirect impacts on the image of our area.

Table 3.4: Maximising Safety and Security

Policy	Action	Lead Group
W	To encourage safer road use and reduce casualties on our roads	SRP
	<ul style="list-style-type: none"> ◆ Continue training, education and campaign activities and driver/rider behaviour programmes ◆ Deliver district safer roads programmes, engaging local people through neighbourhood forums, community assemblies etc ◆ Consolidate 'worst first' approach for engineering work and extend to educational and enforcement activities ◆ Deliver programme of local safety scheme interventions at identified sites and routes of recurrent casualties ◆ Improve monitoring, analysis and evaluation of road traffic collisions to improve targeting and strengthen preventative approach ◆ Expand role and remit of Road Safety Audit process ◆ Monitor public transport casualty figures and incorporate improvements in Key Routes, Hotspots etc programmes ◆ Minimise tram-related incidents through (car and tram) driver training and education 	
X	To work with the Police to enforce traffic laws	SRP
	<ul style="list-style-type: none"> ◆ Analyse offending and casualty information to determine enforcement priorities ◆ Review operation and site selection policy of Safety Camera Partnership (SCP) and consolidate camera deployment and usage ◆ Review and update Speed Management Strategy (SMS) ◆ Explore 'community speed watch' initiatives ◆ Expand parking and bus lane/gate enforcement and other moving traffic offences 	
Y	To focus safety efforts on vulnerable groups	SRP
	<ul style="list-style-type: none"> ◆ Sustain analytical work to pinpoint key risks ◆ Effective speed management in residential areas, including exploring further use of 20 mph zones, Home Zones and Shared Spaces ◆ Continue programmes for children and young people, including education and training, school travel plans, Safer Routes to School, walking buses, and seat belt/child restraint promotion 	
Z	To improve safety and the perception of safety on public transport	PTB
	<ul style="list-style-type: none"> ◆ Expand use of Closed Circuit Television (CCTV) ◆ Improve levels of lighting at stops and stations after dark and seek ways to increase staff presence ◆ Improve perceptions of safety through travel planning and advice ◆ Continue working with schools to encourage positive behaviour of younger passengers 	

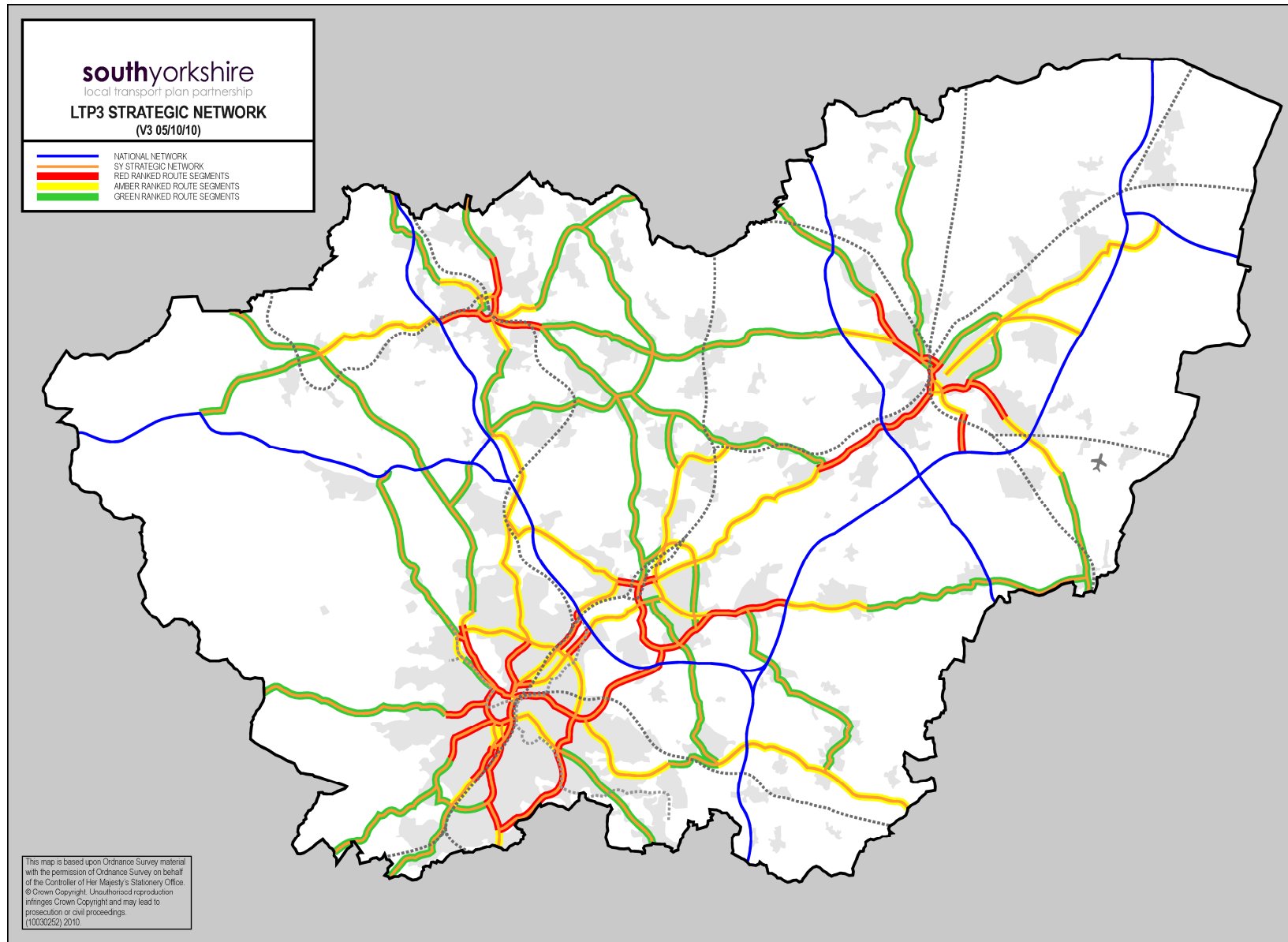
4 SOUTH YORKSHIRE STRATEGIC INVESTMENT THEMES

NETWORK HIERARCHY

- 4.1 In this section, we outline the key themes which we believe will provide us with the first steps to achieve the SCR Transport Strategy. But first we consider the network hierarchy, as this will be a key influence on our approach to investment. At a time when we need to severely prioritise resources the need to maintain existing assets in addition to having a key network hierarchy will form a cornerstone of the prioritisation process.
- 4.2 A key influence on the strategic investment themes is the network hierarchy defined in the Transport Strategy and comprising three levels: National, Strategic, and Local Levels:-
- ◆ The **National Network** includes the rail network managed by Network Rail, and the motorways and trunk road network managed by the Highways Agency - including the M1, A1(M), M18, M180, plus sections of the A616, A628 and A61. Our role in relation to the National Network is primarily an influencing and support role.
 - ◆ The **Strategic Network** comprises those routes within the city region which link the major towns, provide key connections with other city regions, and accommodate the strategic public transport network, both buses and trams. The Strategic Network is the responsibility of the District Councils working in partnership.
 - ◆ The **Local Network** comprises the majority of the road network and includes residential streets and local bus routes. District Councils will usually decide which interventions are needed on local road networks without wider reference to the LTP Partnership, though schemes will be assessed against LTP3 goals.
- 4.3 To help target our interventions to best effect we have identified those parts of the road network which are critical to transport movements in the area and so to the overall reliability of the system.
- 4.4 The South Yorkshire Strategic Network shown in *Map 1* comprises 39 routes, defined because they:-
- ◆ Reflect key travel corridors between main urban areas and/or the National Network;
 - ◆ Provide the main links between key settlements (within and outside South Yorkshire);
 - ◆ Are critical/traffic sensitive in terms of network resilience (ie those routes which are particularly managed to ensure disruption is minimised);
 - ◆ Take account of Emergency Diversion Routes agreed with the Highways Agency (ie alternative routes which motorists are encouraged to use when motorways are closed);
 - ◆ Are bus 'key routes' ;
 - ◆ Are important for freight.
- 4.5 Within the Strategic Network, 158 discrete route segments have been identified and assessed having regard to a number of factors including average daily flows, bus key routes, motorway diversion routes, journey times/delay and residence issues. The most critical sections of the Strategic Network are marked red on the map, the second most critical marked amber and the least critical marked green ¹.

¹ A full assessment is available in the document "South Yorkshire Strategic Network" October 2010 [www.syltp.org.uk]

Map 1: South Yorkshire Strategic Network



STRATEGIC INVESTMENT THEMES

- 4.6 In order to deliver the LTP3 Strategy, partners have developed a series of themes that meet the new policy objectives. These themes for investment will require a combination of capital and revenue funds.
- 4.7 We show the indicative cost requirement of each theme (low cost: below £3m; medium cost: £3-10m; and high cost: over £10m). Once the 2011/12 settlement has been considered in more detail, we will revisit the themes and adjust our plans to ensure we have a realistic and affordable set of investment propositions for the next four years. We will also seek other sources of funds such as the LSTF and RGF. In order to progress these themes, integrating other funding sources with the LTP working with key stakeholder we will work to align budgets and key ambitions with other aligned agendas.
- 4.8 Each of the investment themes is led by one of the Partnership's Implementation Groups (see *Appendix 1*). However, all the themes are cross-cutting to some degree and will be supported by a number of Implementation Groups working collaboratively. We have identified how each Group will need to contribute to each theme, and established arrangements for collaborative working.
- 4.9 We begin with asset management and maintenance as this is a key underpinning to all we do.

ASSET MANAGEMENT AND MAINTENANCE

- 4.10 Efficient and effective maintenance and management of our transport networks and all the assets associated with them will be critical to the achievement of our goals. Maintenance supports the majority of policies in the Strategy, but most especially *Policy (M), ensuring SCR networks are well maintained*. It also provides vital cross-cutting support to the work of all the Implementation Groups (*Appendix 1*), for example reducing accidents through ensuring well maintained assets, and reducing delays and disruption through coordinated works, and improving the appearance of the street-scene.
- 4.11 Many of our highway assets are old, and a considerable number of roads are under pressure, particularly from freight traffic. We are also experiencing an increased incidence of extreme weather events, such as ice, snow, storms and floods, at a time when there is a downward pressure on maintenance budgets. Against this challenging background, we are seeking to achieve the following outcomes:-
- ◆ Fewer roads, bridges and structures in need of structural maintenance, linked to our identified key routes;
 - ◆ Reduction in traffic delays attributable to poor asset condition, extreme weather events, and maintenance activities;
 - ◆ A reduction in road collisions and casualties associated with poor asset condition;
 - ◆ A reduced number of third party injury claims arising from maintenance issues;
 - ◆ Increased user satisfaction with the condition and safety of roads and pavements.
- 4.12 Achieving these outcomes will depend to a large degree on the resources available. But whatever the resource level, we will focus unrelentingly on getting the best value from what we have.

Our Approach to Asset Management

- 4.13 Our approach to asset management has a number of elements:-

- ◆ First, we will improve our knowledge and understanding of the area's transport assets. We have drawn up HAMPs, which document the current status of highway assets and how they are being managed across each District. We are developing this to produce a South Yorkshire HAMP which includes a fuller range of transport-related assets, including those relating to public transport and traffic management. This will give us a comprehensive evidence base and management plan against which to prioritise our maintenance resources most effectively to extend the life of transport assets.
- ◆ Second, we have identified the Strategic Network for the City Region (*Map 1*), and, within that, the priority route segments. The Strategic Network - along with major bus routes, access routes to key business sites, and feeder roads - will be assessed for asset condition, and in particular for any risks that asset condition poses to safety and free flow of traffic, and prioritised for investment. The partners will work collaboratively to ensure well coordinated highway maintenance programming with consistent standards. Where key routes cross administrative boundaries, we will work with colleagues from neighbouring authorities to adopt a coordinated approach.
- ◆ Third, in assessing investment proposals, we will take into account the ongoing maintenance cost implications. This applies not just to conventional highway assets, but also to the newer intelligent transport management installations, where the likely demands for additional and replacement equipment will be factored into the appraisal.
- ◆ Fourth, SCC continues to work on the Private Finance Initiative (PFI) to upgrade the city's entire highway infrastructure. The successful provider will upgrade the City's highway assets, including carriageways, footways, street lights, signs and traffic signals over a core investment period (up to seven years), and then maintain the network at the improved condition for the remainder of the 25 year contract. The DfT have confirmed that the PFI project will continue, but that they will be working to establish how the project can be delivered affordably.
- ◆ Fifth, we have developed collaborative approaches to procuring services, beginning with surface dressing, and will look for ways of extending this in future. Together we will also explore innovative approaches to maintenance in order to maximise value for money. One such area for consideration is to either share resources or collaboratively procure inventory updates.
- ◆ Sixth, where we adopt new highway assets (via Section 38 or 278 agreements) or we make changes to the highway network which is known to have significant future maintenance liabilities (eg new traffic signals or new structures), we will strive to secure commuted sums from the promoter to cover the future maintenance requirements and protect existing budgets.

Investment Theme 1: District Maintenance Allocations

- 4.14 All four districts have a sizeable backlog of planned maintenance schemes and needs. In future the Maintenance Block (*see section 6*) will be allocated to SYITA (not to individual Districts, as previously). It is evident that, with current pressures on the infrastructure, we will need to invest at least at the level of the DfT's indicative allocations in each District if the current condition of the assets is not to deteriorate.
- 4.15 Our approach will be to prioritise LTP capital according to asset management principles and the priorities in the Transport Strategy with a focus on the new Strategic Network and principle routes. The individual District revenue budgets will support planned maintenance

activities on the lower levels of the network and augmented schemes to the classified network.

Key Contribution to Policies: M
Indicative Cost Level: High
Lead Implementation Group: AMMG

Investment Theme 2: Integrated Highway Asset Schemes

- 4.16 To squeeze more from existing assets, we propose to build maintenance requirements more fully into our larger highway schemes, so that schemes are taken forward in a totally integrated manner. Schemes which will benefit from such an integrated approach include Quality Bus Corridors (QBCs), Smart Routes, Congestion and Road Safety schemes. Likewise, we will seek to achieve wider benefits from maintenance schemes, for example in terms of road safety improvements.
- 4.17 The benefits will include economies of scale in design and supervision, construction overheads, and traffic management and road closures. Integrated schemes will also be less disruptive to traffic than programming maintenance work separately.
- 4.18 Detailed funding requirements will emerge as the scheme-specific sites are identified over the next 3-6 months.

Key Contribution to Policies: M
Indicative Cost Level: Medium
Lead Implementation Group: AMMG

Investment Theme 3: Strategic Network/Severance Schemes

- 4.19 Occasionally an exceptional situation arises when a highways structure, usually a bridge, requires major maintenance work, without which there would be very serious implications for the strategic network and the surrounding community.
- 4.20 The DfT is considering removing the national allocation to support major works to structures, and the process for funding exceptional highway maintenance schemes. If this happens, we will need to make a provision for such costs, should the situation arise.
- 4.21 The theme is critically important, especially to the goal of *Supporting the Economy*, and to a number of our policies, such as *Policy (L) reducing the amount of productive time lost on the strategic road network and improving its resilience and reliability* and *(M) ensuring SCR networks are well maintained*. The closure of a major road and the re-routing of traffic can also have serious environmental and social and safety implications.
- 4.22 Schemes of this type should not arise very often. The need to fully fund an individual scheme up to the major scheme threshold is likely to be infrequent, though the need to part fund such work might arise more frequently.

Key Contribution to Policies: L and M
Indicative Cost Level: Medium
Lead Implementation Group: AMMG

CONGESTION AND NETWORK MANAGEMENT

Investment Theme 4: South Yorkshire Intelligent Transport Systems (syITS)

- 4.23 The use of Intelligent Transport Systems (ITS) will be important in working our infrastructure as efficiently as possible. syITS is now established as a core tool for the operation and management of South Yorkshire's highway network, and brings three main benefits:-
- ◆ Improving Traffic Management and Flow - syITS is able to detect vehicle movements and make computerised changes to traffic light sequencing, so improving traffic flows. It can also give buses priority by monitoring where they are and where they should be according to their timetables.
 - ◆ Influencing Travel Behaviour - syITS can help drivers to make informed choices by providing up-to-date information on journey times, route incidents and delays, and car park capacity, for example through variable message signs.
 - ◆ Data and Intelligence - Through a network of automatic number plate recognition (ANPR) cameras, the system has the potential to provide comprehensive information on the origin and destination of traffic across the sub-region, and thereby enable us to analyse influencing the performance of a 'whole route'.
- 4.24 The syITS system is key to delivering a range of policies, including policy (B) *improving the reliability and the resilience of the national road network using a range of management measures*, (C) *finding efficient and sustainable means of distribution, while growing SCR's logistic sector*, (L) *reducing the amount of productive time lost on the strategic road network and improving its resilience and reliability without making substantial investment in the physical capacity of the network*.
- 4.25 Over the next three years we propose to complete the current syITS facilities, improve their coordination, especially strengthening the links between the South Yorkshire TCC and the Barnsley, Rotherham and Doncaster systems. We also propose to make improvements to the system, extending its geographical coverage and enhancing its functionality. Key developments will include:-
- ◆ making the Vehicle Message Sign (VMS) system fully operational;
 - ◆ completing the installation of ANPR cameras, and their connections to the system;
 - ◆ enhancing radio capacity to enable the roll out of the Strategic Traffic Management (STM) system beyond the junctions identified in Sheffield and Rotherham;
 - ◆ further developing bus priority sequencing;
 - ◆ maximising the current technology, including extending the operational hours of the Traffic Control Centre;
 - ◆ Delivering a comprehensive, credible source of journey planning information for road-based transport including freight.
- 4.26 ITS provides good value for money. The Transport Research Laboratory reports benefit-cost ratios ranging from 3.8 for incident detection to 34 for intersection control. Worldwide studies have indicated that modern ITS investment can lead to an effective increase in road capacity in the order of 10%.
- 4.27 The core syITS system has been installed using European Regional Development Fund (ERDF) and Congestion Reward Funding (CRF). In addition to existing District-funded operation and maintenance costs for UTC technology, funding will be required for to cover

ongoing costs, system enhancements and an extension of ANPR, CCTV and VMS coverage on 'red-rated' high priority route sections.

Key Contribution to Policies: B, C, and L

Indicative Cost Level: Medium

Lead Implementation Group: CNMG

Investment Theme 5: Core Network Management Processes

- 4.28 There is already very close Partnership working on network management, involving the District Councils, the Highways Agency and South Yorkshire Police. We will strengthen further our network management activities using powers available under network management legislation. For example, we are actively investigating the possibility of introducing a 'permit to work in the highway' scheme to better manage work activities on the public highway. This aims to improve local authorities' ability to control and coordinate utility companies' streetworks with their own in order to minimise disruption and congestion.
- 4.29 The scheme supports a number of key policies including policy (B) *improving the reliability and resilience of the national road network using a range of management measures*, (C) *finding efficient and sustainable means of distribution, while growing SCR's logistics sector*, and (L) *reducing the amount of productive time lost on the strategic road network and improving its resilience and reliability*.
- 4.30 A benefit cost analysis has shown that a permit-to-work scheme would bring about a delay saving across South Yorkshire. There are also further un-quantified benefits in terms of environmental impact and reduced costs to business.
- 4.31 The scheme involves very little capital cost, other than consultancy support and possibly initial IT costs. Fee income raised should recover additional costs providing it is ring-fenced to support the permit scheme.
- 4.32 In addition to the permit to work scheme, it is proposed to provide continued support in terms of evidence collection and analysis plus supervision of the network. This analysis will include engagement with the freight industry about the routing of vehicles between the Strategic Network and the larger freight distribution centres and destinations in the sub-region. Value for money of such support is considered to be very high, as the support provides an essential underpinning to the overall strategy.

Key Contribution to Policies: B, C and L

Indicative Cost Level: Low

Lead Implementation Group: CNMG

Investment Theme 6: Selected Investment in the Strategic Network

- 4.33 Whilst syITS is absolutely central to our strategy, there will be a need for some selective investment in physical enhancements to the road network. In particular this will rationalise road space to the benefit of key users, including freight and business, high occupancy users, trams and buses. It would also facilitate more efficient deliveries and servicing of our centres, whilst minimising the impact on the local environment.
- 4.34 Such investments particularly support policies (B), *improving the reliability and resilience of the national road network using a range of management measures*, (C) *finding efficient and sustainable means of distribution, while growing SCR's logistics sector*, and (L) *reducing the amount of productive time lost on the strategic road network and improving its resilience and reliability*.

- 4.35 The person journey time savings predicted by investing in target routes has been confirmed through our annual monitoring of journey times, and has attracted reward funding from the DfT. Joint work with bus operators on Target Routes/Key Bus Routes (Smart Routes) has demonstrated the benefits in terms of reduced operator costs leading to voluntary agreement on controlling fares.
- 4.36 Schemes would be taken forward by the Congestion and Network Management Group (CNMG) in Partnership with the Public Transport Board (PTB). The total call on capital resources would depend on the number of schemes undertaken – schemes currently average £2.5m. Much of the additional revenue requirement would overlap with existing urban traffic control maintenance regimes and sYITS work.

Key Contribution to Policies: B, C, L.
Indicative Cost Level: High
Lead Implementation Group: CNMG

PUBLIC TRANSPORT

Investment Theme 7: Better Public Transport Connectivity

- 4.37 Good public transport links to other key towns, cities and business centres, both within and outside the city region, are vitally important to the economic growth prospects of the City Region. They are especially important to support business-to-business needs and are of high priority to the LEP. Activity in this area supports the *Economic Growth* goal, and particularly policies (D), *improving rail services and access to stations, focusing on interventions that can be delivered in the short term*, (E) *ensuring SCR is served by HSR and*, (F) *improving connectivity between major settlements*.
- 4.38 The work involved here includes:-
- ◆ Lobbying for improved rail services, including HSR, electrification, line speed, frequency and capacity enhancements;
 - ◆ Tram extensions including to Rotherham, using Tram/Train;
 - ◆ Barnsley / Doncaster Links;
 - ◆ Working in partnership on specific schemes forming part of the rail Route Utilisation Strategies affecting South Yorkshire;
 - ◆ Lobbying to undertake a greater role in rail franchises affecting the City Region.
- 4.39 It also provides vital cross-cutting support to the work of all the other implementation groups, for example reducing accidents through well maintained assets, and reducing delays and disruption, through well coordinated works, and improving the appearance of the street-scene.
- 4.40 Whilst the total cost of the interventions in this thematic area can be very high, our own work is largely about lobbying for developments which would benefit the city region, the local cost of which would be very modest.

Key Contribution to Policies: D, E and F
Indicative Cost Level: Low
Lead Implementation Group: PTB

Investment Theme 8: Public Transport Infrastructure to Unlock Sustainable Regeneration

- 4.41 It is vital to the city region's economic growth that we open up a number of strategic regeneration sites to investment, and ensure they are accessible by all transport modes. This is a major point in the LEPs proposition for the SCR.

4.42 Several key public transport-based schemes have been developed to meet this need by opening up sustainable access to sites in the Don Valley, Waverley and SCC. The initiatives will make a critical contribution to our goal of *Supporting Economic Growth*, and in particular will support policies (G), *delivering interventions required for development and regeneration*, (K) *developing public transport that connects people to jobs and training in both urban and rural areas* and (I) *focusing new development along key public transport corridors and in places adjacent to existing shops and services*, whilst minimising the implications for growth on emissions, particularly *policy (V) to improve air quality especially in designated AQMA areas*.

4.43 The major schemes in this group (see section 6 for more detail) include:-

- ◆ BRT North
- ◆ BRT South
- ◆ Additional Supertram vehicles
- ◆ Work to support delivery of the Penistone Road Smart Route scheme
- ◆ Development of proposals for Integ8 park and ride network

4.44 The benefit cost ratios of the current major schemes exceed the DfT's high value for money ratio (2.0).

4.45 SYPTE has a strong track record of delivering major projects to budget, including the Frenchgate Interchange, delivered in partnership with private sector developers, the Sheffield Station Masterplan, delivered in partnership with SCC, Network Rail and MML under a complex multi organisational funding regime, and Barnsley Interchange.

4.46 The recent DfT announcement means these initiatives now need to be reviewed and updated and the impact on local and other funding will require further investigation (see section 6.)

Key Contribution to Policies: G, I, K and V

Indicative Cost Level: Medium (ie local contribution)

Lead Implementation Group: PTB

Investment Theme 9: Public Transport System to Link People to Jobs

4.47 A good public transport system is of fundamental importance to people's quality of life and economic well-being, a vital aspect being the linking of people to employment and training opportunities. This theme involves encouraging the use of public transport through a quality customer offer, keeping public transport affordable and providing reliable, stable, and well-maintained network. It supports all our strategic goals, and makes a key contribution to a range of policies, including *Policy (F) improving connectivity between major settlements*, (G) *delivering interventions required for development and regeneration*, (K) *developing public transport that connects people to jobs and training in both urban and rural areas* and (N) *developing user-friendly public transport, covering all parts of the SCR, with high quality of integration between different modes*. It also makes significant contributions to policies (O) *ensuring public transport is accessible to all*, (P) *working with operators to keep fares affordable, especially for travellers in need* and (Z) *improving safety and the perception of safety on public transport*.

4.48 This theme can be contains a large range of activities, which can be grouped into three categories:-

- ◆ Initiatives on key routes and hotspots which improve the attractiveness of public transport on the busiest part of the network, improve punctuality, reliability,

satisfaction and patronage. Currently active routes include: Barnsley – Wakefield (A61 North), Doncaster, Balby Road (A630), Rotherham Central Core, including Thrybergh (A630), and Sheffield, Ecclesall Road (A625);

- ◆ Improvements to county-wide public transport facilities and infrastructure including work at Interchanges, local rail stations, park and ride sites, the tram network and bus stops;
- ◆ Ensuring the public transport facilities provided within South Yorkshire are well maintained and the barriers for non-use by the public are addressed.

4.49 Delivery of these types of initiatives will require careful coordination between Implementation Groups to maximise the return on investment across all our policy areas. Many areas of beneficial joint working have been identified already. These include effective use of traffic management, the impact of the public transport fleet on climate issues and early consideration of all groups' schemes to identify elements of efficiency and common benefit.

4.50 In parallel with these investments, the PTB will continue to identify areas where existing services can be provided at lower cost. We will continue to work with Operating Partners to deliver infrastructure schemes, which leverage in private investment and other commitments from partners (eg more energy effective fleets). The overall success of these policies will rely heavily on continuing use of the SYPTE revenue budget.

4.51 In total the potential programme of works is far higher than the likely available funding, and once local funding levels are agreed, the programme will be reviewed to maximise delivery against goals, policy mode, district and operating partner. Public sector investment will be used as leverage for investment by operators, developers and for other funding regimes to maximise the outputs and outcomes which can be achieved within the investment period.

Key Contribution to Policies: F, G, K, N, O, P and Z
Indicative Cost Level: High
Lead Implementation Group: PTB

QUALITY OF LIFE

Investment Theme 10: Active Travel

4.52 This theme principally advances policy (S) *To encourage active travel and develop high-quality cycling and walking networks, as well as supporting other policies such as (H) to develop high quality public places, (Q) to provide efficient and sustainable access to our green and recreational spaces and (V) to improve air quality especially in AQMA areas.* Active travel contributes to the improvement of health and addresses social inclusion by improving physical access to employment and services for people who have no other option. If taken up on a significant scale, active travel can help reduce congestion and carbon emissions and also help to reduce congestion.

4.53 The theme comprises key local cycling and walking schemes as outlined in the SYCS and the successful initiatives from the local District Cycle Action Plans. It also includes cycle infrastructure projects to improve access to key facilities, schools, public transport hubs, areas of high employment density and green and recreational spaces.

4.54 The aim is to bring about:-

- ◆ Substantial increases in walking and cycling to and from key facilities, schools, public transport hubs, areas of high employment density, green spaces and recreational spaces;
- ◆ Cycle infrastructure improvements, including the provision of cycle parking and quality cycle route improvements;
- ◆ Improved awareness of cycling and walking routes and services.

4.55 The theme comprises a suite of initiatives, including:-

- ◆ Enhancing the cycle route infrastructure – in particular to make areas of high employment density, schools and public transport stations as focal points of new cycle routes;
- ◆ Electric bike leasing scheme – a pilot leasing scheme for large organisations in South Yorkshire;
- ◆ Expansion of the 'Bike IT' project across South Yorkshire.;
- ◆ Building on the Sheffield pilot to roll out the BikeBoost Scheme across South Yorkshire;
- ◆ City Region Cycle Hire Scheme
- ◆ Sheffield City Centre Bike Park;
- ◆ Sustrans Connect2 – connecting Chesterfield, Halfway and Killamarsh cycle routes;
- ◆ Access to Opportunities Phase 2.

4.56 Active travel schemes tend to have high benefit cost ratios. For example, it is estimated that an intervention costing £10,000 will break even if it results in one additional regular cyclist over a 30 year period. Bike Boost breaks down to a cost of £260 per participant of whom more than 50% will continue to cycle regularly. This represents a cost of around £520 per regular cyclist. This suggests a BCR of around 19:1, assuming the travel behaviour change is long-term.

4.57 Resources will be targeted where they will achieve the best results, identified through demographic data, trip data and bespoke assessment criteria to identify where active travel schemes would be most successful

4.58 Some of this activity could be delivered from delivery partners' existing resources, provided these are sustained. However, the majority of these initiatives will depend on the success of our sub-regional bid to the LSTF. We will also seek external funding for eligible elements of the programme, for example through European Union funding, Sustrans, lottery funding, Community Assemblies, developer contributions and sponsorship.

Key Contribution to Policy: S, H, Q and V

Indicative Cost Level: Medium

Lead Implementation Group: QoL

Investment Theme 11: Marketing, Communications and Travel Planning Support

4.59 An important part of our Strategy is to increase the use of cycling, walking, smarter travel and public transport use as an alternative to single occupancy car use. We already have a range of programmes to enable and encourage those who so wish to travel to work, school or services on foot, by cycle, or by public transport. Over the next three years we aim to strengthen and rationalise these programmes so that people's opportunities are genuinely realised. These programmes will particularly support policies (K) *developing public transport that connects people to jobs and training in both urban and rural areas*, (O) *ensuring public transport is accessible to all*, (S) *encouraging active travel and developing high-quality cycling and walking networks*, (Q) *ensuring the accessibility to green and recreational spaces*, and (T) *providing information and travel advice for users of all modes of transport so that they can make informed travel choices*. The programmes also

contribute to reducing congestion and improving reliability on the network (walking and cycling times are more predictable than car journey times), and to reduced carbon emissions and improved air quality.

4.60 We aim to develop and build on three specific programmes:-

- ◆ Smarter Choices Marketing and Communication Programme – a range of travel behaviour change initiatives, including the development of a countywide travel plan portal to improve the provision of travel planning and Smarter Choices information across the City Region;
- ◆ Travel Behaviour Change Campaign – a potential large scale Travel Behaviour Change campaign, working with other groups, to influence more people to travel by safer sustainable travel. This would require the establishment of a countywide travel behaviour change unit that adopts a targeted and coordinated approach;
- ◆ South Yorkshire Travel Planning Programme – including information and incentive packages to encourage organisations to carry out measures in their travel plans. This includes the maintenance of existing travel planning services, such as iTrace South Yorkshire and the county roll-out of the successful Bus IT pilot.

4.61 We will also examine how our marketing approaches can be rationalised and strengthened to give a more consistent branding, and to incorporate other issues, such as safer road use and emissions reduction.

4.62 The initiatives set out in this theme are predominantly low cost, high value measures. In the Sustainable Travel Towns pilot, promotional, marketing and travel planning revenue-based activities cost between £2 and £3 per head of population, and car driver trips fell by 9% between 2004 and 2008. The benefit- cost ratio for travel planning activity was estimated at 4.5:1 in terms of reduced congestion alone, before environmental, health and consumer savings benefits were taken into account (*Sustainable Travel Town Evaluation Report*).

4.63 Much of the programme could be delivered with the current level of resources, providing these are sustained over the period of the Plan. Where external skills are required, we will seek support from local organisations.

Key Contribution to Policies: K, O, Q, S and T

Indicative Cost Level: Low

Lead Implementation Group: QoL

Investment Theme 12: Motorised and Smarter Travel

4.64 This theme comprises a range of measures which, firstly, minimise the need for unnecessary travel; secondly, ensure that working practices are as flexible as possible in order to make best use of the network; and thirdly ensure that motorised travel, where it is necessary, is as effective and efficient as possible.

4.65 More specifically it involves:-

- ◆ Encouraging organisations to adopt facilities for homeworking, teleworking, and teleconferencing to minimise unnecessary commuting;
- ◆ Encouraging more organisations to introduce flexible working hours, where they don't have them already, so enabling employees to 'time shift' to quieter periods on the network;

- ◆ Enabling and encouraging more people to car share and to join car clubs to reduce the number of single occupant car journeys;
- ◆ Encouraging the use of public transport, and providing alternative travel options for those without adequate access to public transport.

4.66 The theme contributes to a number of key policies, *including policy (N) developing user-friendly public transport, covering all parts of SCR, with high quality of integration between different modes, (O) ensuring public transport is accessible to all and (Q) providing efficient and sustainable access to our green and recreational spaces, so that they can be enjoyed by all residents and attract tourism.* It also contributes to the reduction of congestion and emissions.

4.67 Over the next three years, we would propose to advance and further develop three main programmes:-

- ◆ A countywide roll out of the successful Bus IT scheme;
- ◆ A 'Smarter Travel' Programme, incorporating a Car Share South Yorkshire Promotional Campaign, Car Club Support, a Smart Working Campaign and maintaining the Car Share South Yorkshire website;
- ◆ A continuation of the W2W

4.68 Much of the activity could be delivered within current resource levels, providing these are sustained.

Key Contribution to Policies: N, O, Q, T, U and V
Indicative Cost Level: Low
Lead Implementation Group: QoL

AIR QUALITY AND CLIMATE CHANGE

Investment Theme 13: Energy Generation

4.69 The proposal here is to identify where and how we might incorporate energy generation as part of our transport infrastructure. The proposal would be the chief means of taking forward *Policy (U), to support the generation of energy from renewable sources, and use energy in a responsible way.*

4.70 Initiatives would range from include micro-generation on road signs to solar PV (photo voltaic cell) panels covering the roofs of transport interchanges. It could also include the generation of low carbon forms of energy for direct vehicle use, such as biomethane.

4.71 Established commercial clean energy generation technologies exist, and could represent good value for money as feed in tariffs would allow energy savings to be realised over the life of the asset.

4.72 The proposal is for initial investigative work to test the potential of the initiative further.

Key Contribution to Policy: U
Indicative Cost Level: Low
Lead Implementation Group: AQCG

Investment Theme 14: Vehicles and Fuels

4.73 The aim of this theme is to reverse the growth in carbon emissions from transport.

4.74 The theme supports *policy (R) to work to improve the efficiency of all vehicles and reduce their carbon emissions and (V) to improve air quality especially in designated AQMA areas.*

4.75 There are three strands to the proposal:-

- ◆ Investment in low carbon vehicles;
- ◆ Investment in low carbon infrastructure;
- ◆ Promoting the more efficient use of vehicles.

4.76 Promoting the more efficient use of vehicles could be effective in improving fuel efficiency by 5-10% when a range of eco-driving principles are adopted. Progress is already being made, for example through the ECO (Efficient and Cleaner Operation) Stars scheme where fleets have shown a significant reduction in air pollutant emissions, as well as carbon emission improvements.

4.77 We would propose to access additional funding from national and European sources where possible, as well as working in partnership with the private sector to facilitate the development of the market. Some modest capital funding would be required. There could also be ongoing revenue costs associated with the continued operation and maintenance of alternative fuels infrastructure, and we will be exploring the potential for partner contributions here.

Key Contribution to Policies: R and V
Indicative Cost Level: Low
Lead Implementation Group: AQCG

Investment Theme 15: Evaluation of Emissions, Air Quality and Noise

4.78 This theme supports a range of policies, but particularly *Policy (V) to improve air quality especially in designated AQMA areas.*

4.79 The intention is to continue the work begun under LTP2 to undertake sub-regional air quality monitoring and modelling as an assessment tool for actions within the plan. This will be extended into a similar assessment of carbon reduction and transport related noise plan measures, which will be necessary when significant investment decisions are taken, and in assessing the impact of a range of LTP3 projects. There are two strands: modelling and monitoring.

4.80 The aim of modelling is to build a South Yorkshire wide emissions database of traffic information (including information about vehicle types, traffic levels, emissions factors, speeds etc. This will then be used to make predictions regarding air quality and carbon emissions to assess the likely impact of schemes.

4.81 Air quality monitoring is carried out by mobile roadside monitoring stations in various South Yorkshire locations which measure nitrogen dioxide and PM10 pollutants. The project provides information on trends and pollution levels in AQMAs, to assess the effectiveness of mitigation measures in these areas, and in reports to Defra.

4.82 This work represents excellent value for money. Running South Yorkshire-wide, the work has the potential to support bids for external funding.

Key Contribution to Policy: V
Indicative Cost Level: Low
Lead Implementation Group: AQCG

SAFER ROADS**Investment Theme 16: Enforcing Road Traffic Law**

4.83 Enforcing road traffic law is a key aspect of making our roads safer. To inform our enforcement priorities, we will ensure we have the intelligence and capability to analyse patterns of offending and number and severity of injuries. This will determine our priorities for enforcement via:-

- ◆ Safety cameras;
- ◆ Local policing;
- ◆ ANPR to identify stolen, untaxed or uninsured vehicles;
- ◆ Campaigns, for example to reduce vehicle defects;
- ◆ Campaigns on drink/drug driving, motorcycles, seat belts, dangerous driving etc;
- ◆ Speed enforcement on priority routes;
- ◆ The referral of drivers to Speed Awareness Courses (SAC) and the national driver improvement scheme;
- ◆ Parking and bus lane/gate enforcement and other moving traffic offences.

4.84 A key feature is our emphasis on educating drivers to improve standards rather than penalising them.

4.85 Enforcement activity makes a major contribution to maximising safety, in particular *policy (W), encouraging safer road use and reducing casualties on our roads, (X) working with the Police to enforce traffic laws and (Y) focusing safety efforts on vulnerable groups.*

4.86 This is primarily revenue-based activity, though there is also a need for some capital expenditure to develop and maintain new technology. There are some opportunities in this area to support investment by recovering a proportion of costs.

Key Contribution to policies: W, X and Y
Indicative Cost Level: Medium (excluding traffic policing costs)
Lead Implementation Group: SRP

Investment Theme 17: Designing and Maintaining Safe Roads

4.87 Whilst there will be a strong emphasis on non-physical approaches to safer roads, such as enforcement and education, there will still be a need for a number of targeted physical schemes. We will also be seeking integrated approaches to new traffic schemes so that road safety considerations are built in as an integral part of scheme design.

4.88 The building and maintaining safe roads makes a primary contribution to our goal of *Maximising Safety*, and especially to *Policy (W), encouraging safer road use and reducing casualties on our roads, (M) ensuring our networks are well-maintained and (Y), focusing safety efforts on vulnerable groups.*

4.89 Interventions in this area include:-

- ◆ Integrating the safer roads principles into Districts' AMPs and better linking maintenance standards with casualties in the South Yorkshire TAMP;
- ◆ Carrying out regular inspections of the highway network to identify defects that are likely to cause road safety problems to pedestrians, cyclists and all other road users;
- ◆ A winter service that has the safety of all road users as a primary objective;
- ◆ Implementing traffic schemes such as traffic calming, often through the district local programmes;

- ◆ Junction improvements and other engineering work;
- ◆ The provision of high standard pedestrian and cycling facilities;
- ◆ Ensuring high quality lining, signing, lighting, and traffic signals;
- ◆ Broadening the scope and improving the consistency of applications of the Road Safety Audit process.

4.90 A key underpinning of all this work will be to maintain sound intelligence so that interventions can be targeted to best effect, and working with other groups to ensure safety remains high on their agendas.

4.91 Local safety schemes tend to offer good value for money, with benefit cost ratios nationally reported to average around 20:1, though with a wide degree of variation. Most of the local interventions will be funded through the districts' devolved funds (*see section 5*), often informed by local intelligence and supported by Community Assemblies/Area Panels/Neighbourhood Forums.

Key Contribution to Policies: M, W and Y

Indicative Cost Level: High (including District programmes)

Lead Implementation Group: SRP

Investment Theme 18: Safer Roads for Children and Young People

4.92 Another key priority for us is to ensure our roads are safe for children and young people. This makes a major contribution to the primary goal of *Maximising Safety*, supports a number of policies, most notably *Policy (W), encouraging safer road use and reducing casualties on our roads and (Y), focusing our safety efforts on vulnerable groups*.

4.93 We will sustain a range of current programmes aimed at improving safety of children and young people. These will include:-

- ◆ Child pedestrian and cycling training and road safety education;
- ◆ Engaging with school travel plans and school gate parking issues
- ◆ Closely linking with Safe Routes to School and Sustainable School travel agendas;
- ◆ Encouraging walking buses;
- ◆ Promoting seat belt wearing and child restraints;
- ◆ Effective speed management particularly in residential areas;
- ◆ Targeting programme aimed at young drivers and riders.

4.94 Whilst the effectiveness of such activities is difficult to quantify, the growing emphasis on educational and training activities in recent years has been accompanied by a reduction in casualties among children and young people. Value for money of these activities is considered to be very high since, as well as the personal issues, saving injury to this particular age group has a high economic rate of return. We will focus on strengthening evaluation and intelligence-based targeting to maximise the effectiveness of the programmes.

4.95 The activity is primarily revenue-based, involving staff time and community liaison. Funding is available through non-transport sources and there are opportunities to further support investment, for example through sponsorship.

Key Contribution to Policy: W, and Y

Indicative Cost Level: Low

Lead Implementation Group: SRP

The strategic investment themes are summarised in Table 4.1.

Table 4.1: Strategic Investment Themes

Ref	Priority Investment Themes	Key Policies	Indicative cost	Lead Group
Asset Management and Maintenance				
1	District maintenance allocations	M	High	AMMG
2	Integrated highway asset schemes	M	Medium	AMMG
3	Strategic network/severance schemes	L,M	Medium	AMMG
Congestion and Network Management				
4	syITS	B,C,L	Medium	CNMG
5	Core management processes for the network	B,C,L	Low	CNMG
6	Selective investment in the strategic network	B,C,L	High	CNMG
Public Transport				
7	Better public transport connectivity	D,E,F	Low	PTB
8	Public transport infrastructure to unlock sustainable regeneration	G,I,K	Medium	PTB
9	Public transport system to link people to jobs	F,G,K,N, O,P,Z	High	PTB
Quality of Life				
10	Active travel	H,Q,S,V	Medium	QoL
11	Marketing, communications and travel planning support	K,O,Q, S,T	Low	QoL
12	Motorised and smarter travel	N,O,Q	Low	QoL
Air Quality and Climate Change				
13	Energy generation	U	Low	AQCG
14	Vehicles and fuels	R,V	Low	AQCG
15	Evaluation of air quality, emissions and noise	V	Low	AQCG
Safer Roads				
16	Enforcing road traffic law	W,X,Y	Medium	SRP
17	Designing and maintaining safe roads	M,W,Y	High	SRP
18	Safer roads for children and young people	W,Y	Low	SRP

Key to Implementation Groups: AQCG - Air Quality and Climate Group; AMMG - Asset Management and Maintenance Group; CNMG - Congestion and Network Management Group; PTB - Public Transport Board; QoL - Quality of Life Group; SRP - Safer Roads Partnership; SLG - Strategic Leadership Group.

5 DISTRICT PLANS

- 5.1 Working in Partnership, the four District Councils and SYPTE operate a coherent transport programme at the South Yorkshire level, based on pooled resources. Dovetailed with this, each District operates its own local programme, which is aligned to the LTP strategic priorities, and which also addresses local transport issues. These programmes are funded through devolved ITB funding (*see section 6*) and the District Council's own resources. The SYPTE also invests resources to support and improve public transport in each of the Districts.
- 5.2 All four Districts place considerable emphasis on securing value for money. They are all proactive in leveraging in external funding to support and enhance their local programmes. Funding sources include: ERDF, Community Infrastructure Fund, Sustrans, Lottery Funding, developer funding, partner contributions, both private and public, and Government sources (for initiatives such as Bike-it, Bike-Boost, Bikeability, Connect2 and Care4Air). In addition local arrangements often apply whereby Parish Councils or Community Assemblies, for example, contribute to the costs of local transport initiatives.
- 5.3 Key features of each District's transport plans for the next four years are outlined below, including:-
- ◆ the background and transport challenges in the District;
 - ◆ how the transport plans will help advance the District's ambitions;
 - ◆ the strategic actions proposed for the District which are of importance to the wider city region;
 - ◆ the public transport programme for the district (led by SYPTE in conjunction with the District Council);
 - ◆ how the District proposes to use its devolved funding on local programmes and the key packages planned.

BARNSLEY

Background and Transport Challenges

- 5.4 Barnsley forms part of both Sheffield and Leeds City Regions and has strong links with each city. The M1 motorway passes centrally through Barnsley borough and provides connections to the two city regions and beyond. The A1(M) to the east of the borough provides connections to the Humber ports and RHADS.
- 5.5 Barnsley is served by a north south-rail line that links to Leeds and Sheffield (and beyond to Nottingham), and a line that links to Huddersfield, with on-ward connections to Manchester. There is no direct service to Doncaster or Rotherham. Express services stop at the town station. Other stations at Darton, Wombwell, and Elsecar are served only by stopping services, as are Dodworth, Silkstone and Penistone stations on the Huddersfield/Barnsley line. Barnsley's bus links to other South Yorkshire and West Yorkshire centres are relatively poor.
- 5.6 Beyond the town itself, the borough has quite a dispersed settlement pattern with many former mining villages, especially in the Dearne Valley to the east, and a large semi-rural area to the west on the Pennine fringe. Employment locations are also quite dispersed. This is difficult geography to operate public transport efficiently and affordably, and bus services are often quite infrequent, and accessibility a challenge. Residents are heavily reliant on cars to get to work – 79% travel in this way compared with 71% nationally.

Nonetheless recently Barnsley has bucked the South Yorkshire trend by showing an increase in bus patronage after some years of decline. The town has a major new central interchange serving rail and bus services with associated taxi ranks and cycle and parking facilities.

Advancing Barnsley's Ambitions

5.7 Barnsley has an ambition to regenerate itself as a '21st Century Market Town', with a focus on creating an economy which makes an important and distinctive contribution to Leeds and Sheffield City Regions. The borough's Local Development Framework (LDF) has a growth agenda which envisages an increase of 350 hectares in employment land and 21,500 new homes over the period 2011 to 2026. The LDF also looks to provide a 21st century environment for learning, enterprise skills and services to ensure prosperity and a high quality of life for all.

Strategic Actions

5.8 Barnsley's transport vision is to have 'an integrated and safe transport system that supports the economic, social and environmental objectives of the borough.' Transport challenges are defined in the Barnsley Transport Strategy and linked to the borough's Development Framework. In summary they are:-

- ◆ Promoting economic growth and strategic connections of Barnsley Urban and the Principal Towns by:-
 - Improving internal and strategic links, including links with London and other Core Cities
 - Making best use of existing transport assets through good planning, maintenance and enhancement
 - Managing congestion
 - Improvements to existing highway network
 - New infrastructure, road and rail
- ◆ Promoting inclusion, accessibility and better quality of life by:-
 - Improving accessibility to health, education, leisure ,countryside and work opportunities for everyone
 - Reducing the need to travel by car
- ◆ Delivering interventions that protect the natural environment, improve air quality, address climate change and reduce noise pollution by:-
 - Improving and protecting local air quality and reducing greenhouse gases
 - Reducing noise pollution
 - Influencing travel behaviour
- ◆ Deliver interventions which promote and support safety, security and health by:-
 - Reducing the number of people, particularly children, killed or seriously injured (KSI) on our roads
 - Increasing the feeling of safety and security, whilst using public transport, walking and cycling
 - Encouraging a healthier lifestyle to help reduce the high level of obesity and heart disease

Public Transport in Barnsley

- ◆ SYPTE supported services currently some comprise 22%² of the network as of November 2010. This includes rural services and early morning, evening and Sunday journeys, and improves connectivity between Barnsley and the Dearne Valley, the Penistone area, RHADS, Rotherham and Sheffield.
- ◆ Partners have also introduced a Barnsley 'Statutory Quality Partnership Scheme' (SQPS) for buses. This binding scheme, between the authorities and operators is scheduled to remain in force throughout the duration of the implementation plan, and helps to secure the delivery and maintenance of high quality bus services across the borough.
- ◆ Our contribution to the SQPS involves several important bus infrastructure schemes. Some deal with particular problem locations (called 'hotspots'), others are more route based improvement schemes (called 'key routes'). Over the Plan period this will include completion of existing key routes (eg Barnsley Wakefield A61N) and planning for future works (eg Barnsley Doncaster Corridor including works in the Dearne and Barnsley-Penistone). We will also develop new passenger facilities such as Elsecar Park & Ride, taking advantage of opportunities to expand facilities as they arise and resources allow.
- ◆ We also have a continued programme of improvement to passenger facilities based on results of Market research and subject to funding. This includes shelter programme provision of Real Time information and improvements to signage at Barnsley Interchange.
- ◆ We will continue to press for local rail improvements; line speed improvements Sheffield-Barnsley-Leeds and Huddersfield (especially Horbury Junction), higher capacity on the Barnsley-Huddersfield (Penistone line) and we will work with open-access operators for direct services to London. We will also examine the case for improving connectivity between Barnsley and Doncaster (including consideration of disused alignment from Stairfoot, through Wath and Swinton) to explore whether a business case exists.

Barnsley's Local Programme

5.9 Barnsley's local programme will be developed around the following objectives:-

- ◆ Designating a broad based Accessibility Improvement Zone as the focus of future transport investment;
- ◆ Implementing the Northern Barnsley Connectivity Study;
- ◆ Improving accessibility within the Principal Towns;
- ◆ Improving public transport, walking and cycling links between the Principal Towns;
- ◆ Improving links between Urban Barnsley and the Principal Towns to places on the Leeds to Sheffield corridor;
- ◆ Improving direct links between London, Manchester, other Core Cities and the Humber Ports;
- ◆ Supporting neighbouring authorities and joint working and establishing an integrated approach linking our neighbouring authorities through sub-regional and city regional working;
- ◆ Protecting disused rail lines for future reinstatement;
- ◆ Ensuring that new development is designed and located to be accessible to public transport, walking and cycling;
- ◆ Applying minimum parking standards for cycles, motorbikes, scooters, mopeds and disabled people and maximum car parking standards;
- ◆ Requiring transport assessments and travel plans for new development;

² Estimated on basis of mileage per week of operation Autumn 2010

- ◆ Ensuring that new development is designed and built to provide safe, secure and convenient access for all road users;
- ◆ Setting the scope for Barnsley's Parking Strategy;
- ◆ Developing and implementing Air Quality Action Plans (AQAPs);
- ◆ Work with Partners to improve the efficiency of vehicles and goods delivery and reduce exhaust emissions;
- ◆ Providing for effective use of existing transport networks;
- ◆ Encouraging the take up of cycling and walking.

Key Packages of Schemes

5.10 Barnsley's investment will support the emerging priorities from the above. The types of schemes which will make up the local programme include:-

- ◆ New / improved bus stops;
- ◆ Cycling schemes and cycle parking facilities;
- ◆ New or improved footways;
- ◆ School Travel Plans;
- ◆ Safety schemes, including school schemes, new street lighting schemes, road crossings;
- ◆ Traffic management schemes;
- ◆ Junction improvements;
- ◆ Local road schemes;
- ◆ Other schemes, using LTP ITB funding;
- ◆ Carriageway maintenance schemes and footway maintenance schemes;
- ◆ Noise reducing road surfaces;
- ◆ Structural maintenance and enhancement.

DONCASTER

Background and Challenges

5.11 Doncaster is the largest local authority, by area, in the SCR, with a population of 290,000. It has strong links to the Sheffield conurbation, and also with Leeds, the East Midlands and the Humber ports. Doncaster's good external rail, road and air connections offer significant potential for investment and regeneration. However, access from the strategic road network to the town centre and major regeneration sites such as Waterfront, Lakeside and RHADS is limited, which creates accessibility problems. This can only be addressed through major public transport and highway infrastructure interventions. In addition the Council wishes to maintain the cohesiveness of local neighbourhoods and schools through investment in smaller- scale sustainable transport schemes.

5.12 Doncaster underperforms economically, and the borough is addressing this through engaging with the private sector to build a diverse economy. The Council's role is to create the right conditions for private sector investment through making the most its assets and opportunities, and creating the right conditions for growth. The package of investments developed through the transport strategy will unlock substantial regeneration sites to attract major investment and job opportunities for the community.

Advancing Doncaster's Ambitions

5.13 Doncaster's ambitions are outlined in the Borough Strategy, with a vision that '*by 2025 Doncaster will be one of the most successful towns in the north of England by being a gateway to opportunity locally, nationally and worldwide*'.

5.14 This will be achieved through three themes:-

- ◆ A well connected Borough;
- ◆ A visionary Borough;
- ◆ A regenerated Borough.

5.15 Transport will contribute to all three themes by making the most of existing connections and by delivering infrastructure improvements, including White Rose Way and the FARRRS to improve access to regeneration projects in the town centre, the Civic and Cultural Quarter, the Waterfront, Lakeside, Carr Lodge, the Inland Port and RHADS.

5.16 In addition, Doncaster's Mayor has set out his top ten priorities for Doncaster of which transport contributes to the following:-

- ◆ Improving Doncaster's economy through increasing and diversifying business and tourism opportunities across the Borough;
- ◆ Regenerating Doncaster's town centres including, within Doncaster itself, special emphasis on the Markets and Waterdale areas;
- ◆ Giving people choice in transport – trains, buses, cars, cycling and walking, so that all travel choices can be accommodated whilst improving journey times and punctuality thereby supporting economic regeneration;
- ◆ Making sure that local people get value for money from Council services.

Strategic Actions

5.17 The main focus will be on delivering major schemes to unlock regeneration through both public and private sector funding. This includes:-

- ◆ Delivering the White Rose Way scheme;
- ◆ Continuing with a private sector-led phased delivery of FARRRS;
- ◆ Continuing to develop key bus route corridors, including further phases of the A630 smart route, and tackling areas where unpredictable bus journey times are encountered;
- ◆ Working with SYPTTE to develop park and ride and key bus route corridors;
- ◆ Working with the Highways Agency to progress improvements to the M18;
- ◆ Continuing to press for improvements in the bus network, quality and frequency of services through voluntary agreements with operators;
- ◆ Facilitating access to new developments, in conjunction with the private sector, including:-
 - Holmes Market
 - Waterdale/College Road
 - North Bridge/Marshgate
 - Woodfield Way
 - Catesby
 - FARRRS corridor
 - Hatfield/Junction 5 link road
- ◆ Reducing congestion and disruption by improving traffic management, controlling occupation of the highway, event management, incident management and traffic/parking enforcement;
- ◆ Targeting our resources to deliver an effective programme of Local Safety Schemes and road safety education, training and publicity initiatives;
- ◆ Working with train operators, Network Rail and the Government to reduce the journey time to London and secure improvements to local train services;

- ◆ Taking forward a range of programmes focusing on travel to work and school by foot, cycle, public transport or car;
- ◆ Tackling the backlog of highway and bridge maintenance through more effective asset management.

Public Transport Programme in Doncaster

- ◆ Under LTP2 we proposed a 'Bus vision' for Doncaster, and will now seek to deliver this in partnership with operators during LTP3.
- ◆ Supported services comprise 14% of the network as of November 2010, including rural and Park & Ride services , in particular comprising early morning, evening and Sunday journeys and improving connectivity between Doncaster and Askern, Pontefract and Wakefield as well as locally to Catesby Park and the Airport.
- ◆ Planned rail improvements include the rail flyover at Shaftholme, near Askern to improve capacity and reliability of the ECML (a Network Rail project). We will also lobby for improvements in capacity to Doncaster station, as well as journey time improvements to the ECML. As covered in the Barnsley section, we will examine how best to improve connectivity between the districts.
- ◆ We will continue to implement bus improvements via the key routes and hotspots programmes. This will include completion of existing key route projects (eg A630 Balby Road) and planning for future works (eg to RHADS and Thorne Road). We also have a continued programme of improvements to existing passenger facilities such as the shelter programme improvements, provision of Real Time information and improvements to signage.
- ◆ We will develop new facilities such as Park & Ride sites at White Rose Way and Edenthorpe, with associated bus priority that ensures benefits at peak periods, while not limiting capacity at other times.

Doncaster's Local Programme

5.18 Through our locally devolved funds we will ensure that our neighbourhoods, communities and schools receive investment to address local requests for a range of 'minor' schemes. These include:-

- ◆ Small-scale public transport schemes, including tackling delay hotspots, bus boarders and bus shelters;
- ◆ Local safety schemes;
- ◆ Housing market renewal/pathfinders;
- ◆ Traffic management schemes, ITS, signage and enforcement;
- ◆ Road crossings;
- ◆ Safer routes/school travel plans;
- ◆ Walking schemes, including subway replacement and rural footways;
- ◆ Cycling schemes, including greenways (Roman Ridge and Conisbrough to Woodfield), town centre access, and parking;
- ◆ Travel plans / smarter choices / marketing initiatives;
- ◆ AQAPs/Low carbon vehicle initiatives.

Key Packages of Schemes

5.19 In previous years the Council has on average typically delivered the following types of schemes. This will be used as a guide to formulate next year's programme:-

- ◆ Local Safety
- ◆ Road Crossings
- ◆ Traffic Management
- ◆ Travel Plans
- ◆ Cycling
- ◆ Walking
- ◆ Bus Infrastructure
- ◆ Carriageway and footway structural maintenance
- ◆ Footway surface treatments
- ◆ Street lighting
- ◆ Bridges and structures
- ◆ Specific maintenance schemes, including A630 Balby Road (resurfacing with IT bus priority), and Balby New Bridge.

ROTHERHAM

Background and Challenges

- 5.20 Rotherham is geographically in the centre of the City Region and located on the UK's road network with the motorway and trunk road network easily accessible from the centre of town. The strategic road network is accessed via junctions 33, 34 and 35 of the M1 motorway to the south and west of the town, and junction 1 of the M18 to the east. The motorways provide connections within the City Region and beyond to towns and cities such as Leeds, Huddersfield, Manchester, Chesterfield and London. Although the M1 Motorway provides essential strategic links, it creates an artificial boundary between Rotherham and Sheffield which results in delay and congestion where local roads intersect with it.
- 5.21 Rotherham's town centre is encircled by an inner ring road which has arterial routes radiating from it in all directions. These arterials create links to important local and regional centres including Sheffield (via the A6178), Doncaster and the A1(M) (via the A630), Waverley AMP (via the A630), the Dearne Valley (via the A633) and Huddersfield/Leeds (via the A629). Much of the arterial network also forms our Key Routes and Key Bus Route network. Many of these routes are sensitive to delay and congestion.
- 5.22 Movements on the corridors between Rotherham town centre and Sheffield are particularly important. From 2001 census data, the corridor has the highest two way flow for travel to work trips. This highlights the importance of transport links to and from our neighbours and also the importance of the joint economy between Rotherham and Sheffield.
- 5.23 Rotherham has a well developed bus network, although in common with other parts of the region, the reliability, frequency, customer care provision and fare levels on buses are affecting current passengers and may be deterring new passengers from using the bus network to its fullest potential. Nevertheless, it represents the most readily available alternative to the private car for most trips.
- 5.24 The quality of the rail service in Rotherham reflects the compromise between serving through bulk trains, express trains and through stopping services on the same lines. It is not ideal – train frequencies and lengths are limited by capacity constraints, peak hour overcrowding is commonplace, and Rotherham Central Station (although greatly improved in 2010/11) is not on the main line between Leeds and Sheffield, resulting in slow journey

times. Nevertheless, the station does provide links to the closest rail interchanges at Doncaster and Sheffield/Meadowhall, providing access to both the ECML and MMLs.

- 5.25 Swinton Station provides a convenient interchange point for travellers in the north of the Borough wishing to join services passing through Rotherham Central Station, whilst in the south, Woodhouse, Kiveton Bridge and Kiveton South stations provide access into Sheffield along the Lincoln line.
- 5.26 At present the cycling and walking network in Rotherham broadly follows the road network mostly using on-road routes but there are some notable exceptions including parts of the National Cycle Network and Trans Pennine Trail, the Sheffield to Rotherham Canal Towpath and Thurcroft Trail. Around 72% of all journeys in the Borough are less than five miles long and 50% of all journeys are less than two miles, which indicates some scope for increasing cycling and walking.

Advancing Rotherham's Ambitions

5.27 There are five main economic zones in Rotherham – the Town Centre and its surrounds, Dinnington in the south east, Dearne Valley in the north, Waverley and, on the Rotherham to Sheffield corridor, the Lower Don Valley in the west. Rotherham's transport vision supports ongoing regeneration in these areas and seeks to "make new and existing communities and regeneration areas accessible so that everyone, regardless of whether they have a car or not, can take part in economic, education, leisure and social activities". Our transport vision also supports the Borough's Community Plan vision which seeks to:-

- ◆ Ensure that no community is left behind;
- ◆ Provide quality education;
- ◆ Ensure care and protection are available to those who need it most;
- ◆ Help to create safe and healthy communities;
- ◆ Improve the environment.

5.28 With only limited funding available for the foreseeable future, our district plan will be focussed around encouraging people to make best use of the existing transport network and in particular, it will encourage use of sustainable, clean and safe travel modes that will help achieve our Community and Transport Plan visions.

Strategic Actions

5.29 Taking into account our transport challenges and district ambitions, we propose to take the following strategic actions:-

- ◆ Work with the LEP, the SYITA, SYPTE and neighbouring Councils to continue to develop major schemes to open up access to strategic economic zones, including the A57- M1 to Todwick Improvement, Waverley Link Road, Waverley Park and Ride, and the BRT north and south routes.
- ◆ Work with the SYPTE, Network Rail and train operating companies to improve access and train frequencies through Rotherham Central and Swinton Stations, with particular emphasis on removing bottlenecks such as at Holmes Chord and Swinton approaches.
- ◆ Work with the SYPTE and bus operators to improve bus priority infrastructure and bus services using the Key Bus Route Network, with a focus on achieving predictable journey times, as well as challenging customer care and affordability complaints.
- ◆ Develop and implement a range of promotional, educational and training programmes to promote safety and capitalise on the number of shorter journeys in Rotherham that could be made on foot, by bicycle or on public transport.

- ◆ Adopt policies and Supplementary Planning Guidance within the Rotherham Local Development Framework that promote accessibility without increasing car use.
- ◆ Require action from businesses and other organisations to implement, monitor and maintain effective travel plans.

Public Transport Programme in Rotherham

- ◆ We will complete Rotherham Central Station re-build with streetscape improvements. We will also continue to lobby for Holmes Chord improvements to improve capacity to Rotherham Central Station. And we will progress the national trial of Tram/Train between Rotherham Parkgate and Sheffield.
- ◆ We will continue to implement Key Routes and Hotspots programmes across Rotherham. This will include completion of existing schemes (including Rotherham –Thrybergh) and planning for future schemes (eg Rotherham - Swallownest and Rotherham – Chapeltown and work in the Dearne Valley).
- ◆ We will improve bus services in South Rotherham via partnership or quality contracts, as set out in 'A vision for bus in Sheffield and South Rotherham'. [We will continue the successful Rotherham FreeBee (subject to funding) uniting Rotherham's two central shopping areas.] For the remainder of Rotherham we would also improve bus services through similar means, such as a SQPS or Voluntary Agreement.
- ◆ Supported bus services comprised 23% of the network as of November 2010, including rural services and early morning, evening and Sunday journeys and improving connectivity between Rotherham and, Barnsley, the Dearne Valley and Waverley.

Rotherham's Local Programme

5.30 By early 2011, Rotherham and our local communities will publish a transport statement that will set out how we intend to tackle local transport issues. Each Area Assembly will develop its own detailed statement to prioritise and tackle issues that are important to local people whilst also incorporating action to meet our broader transport challenges and ambitions.

Key Packages of Schemes

5.31 The types of schemes we will pursue include in the local programme are:-

Smarter Choices Schemes

- ◆ Review and renew school travel plans to create purposeful improvement plans in travel to school zones;
- ◆ Showcase school travel improvement plans;
- ◆ Support the roll out of Bike IT in Rotherham (following success in Sheffield and Doncaster) as part of the new South Yorkshire Cycling Strategy;
- ◆ Bikeability cycle training for schoolchildren (DfT funded) and associated promotions, for example Bikeboost;
- ◆ Promotion of eco driving, car sharing, and Smarter Choices on street signing, and other Smarter Choices initiatives;
- ◆ Electric bike hire pilot schemes;
- ◆ Area-based sustainable transport promotion projects via websites, local promotion, etc.

Road Safety

- ◆ Annually assess and prioritise road safety schemes and implement those projects with the highest benefit cost ratios;
- ◆ Continue and improve the successful Road Safety Education, Training and Publicity programme;
- ◆ Assess and implement 20mph zones for safety or environmental reasons.

Local Congestion and Demand Management

- ◆ Develop and implement a sustainable parking policy;
- ◆ Introduce local permit controlled parking schemes and local traffic management schemes, including traffic signals and ITS;
- ◆ Assess congestion relief / bus priority projects on four key routes (the A633, A6123, A631 and A630).

Accessibility

- ◆ Improvements to the Rotherham to Sheffield Canal Towpath, a strategic link between Rotherham, the Don Valley and Sheffield;
- ◆ Provide and improve cross-town centre cycle routes;
- ◆ Cycling or walking route improvement schemes, focussed on economic zones;
- ◆ Provide improved pedestrian crossing points at locations where there is greatest need.

Maintenance

- ◆ Carriageway and footway structural maintenance
- ◆ Carriageway and footway surface treatments
- ◆ Street lighting
- ◆ Bridges and structures, including A630 Centenary Way Crinoline Bridge and A630 Rotherham Gateway Old Flatts Bridge.

SHEFFIELD

Background and Transport Challenges

- 5.32 Sheffield, the core city of South Yorkshire and the City region, is the area's biggest industrial, commercial, retail and service centre. It lies on the MML rail line to London and has further rail links to Manchester, Leeds, Nottingham via Chesterfield and Derby, and Doncaster, though there is potential to improve the speed and frequency of services. The M1 provides good north-south connectivity, though to the west Sheffield's road links over the Pennines are of a lower standard and are less resilient.
- 5.33 Sheffield has a growing joint economy with Rotherham, though the two centres are divided by the motorway. Sheffield has a number of strategic economic zones, in the Lower and Upper Don Valleys and the City Centre, which require better access by all modes of transport to realise their full potential. The condition of the city's roads and pavements is a significant problem.
- 5.34 Regarding public transport, Sheffield has an established and successful tram system with routes to the north, east and south east. The reliability, frequency, customer care and fare levels of buses are issues affecting current passengers and deterring potential passengers. Bus journey times from some residential areas to Sheffield City centre are uncompetitive when compared with the car, such that the overall trend for bus patronage is fragile.

- 5.35 In contrast, patronage for local rail services is increasing. Sheffield also has an established and successful 'Supertram' system with routes to the north, east and south east of the city centre. An increase in the coverage of this very popular transport product is regularly requested by the community.
- 5.36 Whilst traffic growth in the city has been successfully limited in the last few years, there is a degree of congestion on links to Sheffield from the M1 junctions, on a number of the main radial corridors into the city, and around the city centre itself.
- 5.37 In order to address the poor condition of the highway network, the Council is currently in the procurement stage of a PFI project to secure significant investment to improve the network.

Advancing Sheffield's Ambitions

- 5.38 Sheffield has recently developed a new transport vision, the "Excellent Transport in Sheffield" document which was endorsed by the Council in December 2010. The vision will empower people to make informed choices about the way they travel. Transport is seen as a means to an end, helping to deliver the broader social, economic and environmental improvements we want to happen in the city, namely:-
- ◆ Increasing opportunities for everybody;
 - ◆ A competitive low-carbon economy;
 - ◆ A better environment;
 - ◆ A healthier population;
 - ◆ A culture where the car is not always the first choice.
- 5.39 The "Vision for Excellent Transport in Sheffield" has a change of emphasis from previous approaches. The focus is on changing the city's travel culture by empowering people to make informed choices about whether, how and when they travel. The role of the Council can be summarised as being an "enabler" rather than "doing things to people".
- 5.40 Examples of what this will mean in practice include:-
- ◆ A bus service that is more integrated, reliable and accessible and better meets passengers' needs;
 - ◆ People empowered to make informed choices about how they travel through better targeted information and personalised travel planning;
 - ◆ An increased role for local people through Community assemblies in how we change our travel culture;
 - ◆ Sheffield aspires to be amongst the leaders in electric / low emission vehicles;
 - ◆ Streets that people can be proud of through the major investment of the highways PFI.

Headline Actions

- 5.41 The City is taking a number of actions to address its key transport challenges:-
- ◆ In support of the new Transport Vision, the city will take forward a range of programmes to enable those who so wish, to travel to work or school on foot, by cycle, or by public transport. Increased car sharing will also be promoted;
 - ◆ A major PFI-funded investment programme to improve the condition of the city's highway infrastructure (including carriageways, footways, street lights and traffic signals) is set to begin in 2011/12, subject to the Government's value for money tests.

- ◆ Working with the LEP, SYPTE and RMBC, SCC will continue to develop major schemes to open up access to strategic economic zones, for example, through the BRT initiatives, and the Penistone Road Smart Route scheme;
- ◆ Pursuing improved bus services via partnership or quality contracts, as set out in 'A vision for Bus in Sheffield and South Rotherham'. If voluntary agreements prove incapable of improving bus services, the city will pursue a 'Quality Contract' approach which would give greater local control over the bus routes, fares, emissions and timetables within Sheffield.
- ◆ We have implemented a 'North Sheffield' SQPS (the first of its kind in England) to maintain high quality bus services in North Sheffield. This is scheduled to remain in force throughout the duration of the implementation plan. We are planning to implement a further 'bus agreement' that would further align some key bus services from our major operators to the goals of our Transport Strategy.
- ◆ SCC will continue to work with SYPTE, East Midlands Trains, Network Rail and Government to reduce the journey time to London to less than two hours by 2014, and jointly press for electrification of the MML;
- ◆ Sheffield wants to be in the next phase of HSR with a direct connection to London and the North;
- ◆ Continued joint lobbying for the 'Northern Hub' enhancements to the Hope Valley line to Manchester and Liverpool, including more passing loops to increase capacity, improvements to Dore station, service frequency improvements and increased capacity on Trans-Pennine services.
- ◆ SCC will continue to explore the scope for extending the successful Supertram network
- ◆ We will also contribute to the national trial of tram/train between Rotherham Parkgate and Sheffield, which will feed into the wider Supertram network
- ◆ As part of the city's Carbon Reduction Framework, Sheffield will take the lead on behalf of South Yorkshire in promoting the use of low carbon vehicles and fuels;
- ◆ A new, more ambitious AQAP be produced;
- ◆ The policies in the Sheffield Development Framework will be implemented to ensure that accessibility for people without cars is a key consideration in land use decisions. Supplementary Planning Guidance will be produced setting out policies for sustainable travel and requirements to produce travel plans.

Other Important Projects Sponsored by the SYLTP Partnership

- ◆ In Partnership with SUSTRANS, Derbyshire County Council and Rotherham, in 2011/12 we hope to begin construction of the new "Connect2" cycletrack and footpath initiative between Killamarsh in Derbyshire and the Halfway Supertram terminus.
- ◆ There will be a continued drive to reduce road casualties (to meet national targets, if any, set beyond 2011);
- ◆ We will continue work to change our travel culture through our innovative and successful programme of personalised travel behaviour change projects including, for example, Bike Boost, Bus It, Bike It, Walk It, learn to ride, free one-to-one cycle training, Travel4Life, Car-share-South-Yorkshire, City Car Club and both school and workplace travel planning.
- ◆ We will aim to continue the successful "Sheffield FreeBee", providing a circular service around the city centre.
- ◆ From 2011/12 we will see conversion of the Stagecoach service 52 (Hillsborough - City Centre - Woodhouse) to operation by diesel-electric hybrid double-deckers following the award of Green Bus Funding by the DfT.
- ◆ We will continue to support socially necessary non-commercial bus services across Sheffield, including rural services and early morning, evening and sunday journeys together with improved connectivity between Sheffield and Chapeltown, Stocksbridge

and Waverley. Supported services formed 9% of the bus network as of November 2010.

- ◆ We will continue to work with East Midlands Trains to secure over the longer term the additional 'half hourly' rail services between Sheffield and London that are proving so successful since their introduction in December 2009. We have already secured additional stops at Chesterfield.
- ◆ We will continue to implement Bus Key Routes and Hotspots programmes. This will include completion of existing schemes (including Ecclesall Road) re-starting schemes currently on hold (Mosborough/Gleadless) and planning for future works.
- ◆ A similar programme of journey time improvements for all road users will be continued for our Congestion Target Routes, which successfully contributed to the national congestion target delivered in March 2011.
- ◆ In order to make best use of existing assets, a new emphasis on network management is being rolled out via syITS. Sheffield leads this initiative on behalf of the South Yorkshire LTP Partnership in particularly close liaison with the Highways Agency
- ◆ We also plan a continued programme of investment in Park & Ride facilities, including new facilities at Dore and potentially expansion of park & ride at Meadowhall.
- ◆ We have a programme to upgrade the stock of tram shelters, and provide improved Real Time Information facilities at Meadowhall and Sheffield interchanges. We are also looking to improve Malin Bridge tram/bus interchange to accommodate higher capacity buses as part of the successful 'tram feeder' services.

Sheffield's Local Programme

- 5.42 Sheffield's local programme, drawing on devolved LTP funding, is aimed chiefly at improving local quality of life, road safety and accessibility, under the sponsorship of the city's seven Community Assemblies. The Assemblies play a key role in involving local people in identifying problems, suggesting solutions and influencing decisions on local road and transport schemes. They will also have the discretion to make important local decisions, for example on the introduction of 20mph speed limits and innovative traffic calming measures in residential areas.
- 5.43 The Community Assemblies' programmes are geared to improving facilities for pedestrians, including providing new zebra and puffin crossing points in line with Local Accessibility Planning and Local Area Plans. A programme of accident-saving schemes, Education, Training and Publicity (ETP) and travel planning initiatives will promote safe routes to schools and other key facilities.
- 5.44 The city's innovative 'Driving me Crazy' initiative will also continue, whereby local people identify localised traffic management improvements for attention.

The Programme of Local Interventions Sponsored by Sheffield

- 5.45 Sheffield's local programme, drawing on devolved LTP funding, is aimed chiefly at improving local quality of life, road safety and accessibility. The new Transport Vision provides the 'enabling' support to this, in partnership with the city's seven Community Assemblies. The Assemblies play a key role in involving local people in identifying problems, suggesting options for solutions and influencing decisions on local road and transport schemes. They will also have the discretion to make important local decisions, for example on the introduction of 20mph speed limits and innovative traffic calming measures in residential areas.

- ◆ The Community Assemblies' programmes are geared to improving facilities for pedestrians, including providing new zebra and puffin crossing points in line with Local Area Plans. Despite the constrained funding situation, this provides a major focus on involving local communities in the decision making process and will remain the major component of our local interventions
- ◆ The city's innovative 'Driving me Crazy' initiative will also continue, whereby local people actively participate in tackling localised traffic management improvements.
- ◆ A city-wide programme of speed management and innovative (non-physical) traffic calming measures is proposed
- ◆ A programme of accident-saving schemes, Education, Training and Publicity (ETP) will continue in parallel with the strategic "Worst First " work outlined above
- ◆ Further work with schools will continue, promoting safe routes to schools, building on adopted School Travel Plans, Bike It and Travel4life work to promote healthier options for travel as part of delivering our Smarter Choices for Travel to Schools Strategy
- ◆ Projects to close the gaps in the cycle route network identified in the Cycling Action Plan will be constructed, maximising funding contributions from sources such as ERDF and Yorkshire Forward;
- ◆ Our Public Rights of Way Improvement Plan has a rolling five year programme of minor measures included and this is again seen as very important to local communities in maintaining access to local amenities and to local public open spaces, hence helping support a healthier population
- ◆ Work continues in partnership with Sheffield Taxi federations to improve facilities and practices for taxis as apart of the city's public transport offer
- ◆ Work will also continue on installing and reviewing permit parking schemes, again in partnership with Community Assemblies, to target those areas where local residents suffer most from others' actions.
- ◆ Lastly, Sheffield will continue to utilise its LTP Maintenance Block allocation to maintain the network up to the commencement of the Highways PFI Project. The main activities will include: Carriageway and Footway structural maintenance, Carriageway and Footway surface treatments, Anti-skid surfacing, Street Lighting replacement and Bridges and Structures maintenance.

6 RESOURCING OUR PLANS

6.1 Our vision for transport in South Yorkshire is ambitious, but we must temper this against available resources. Transport in South Yorkshire, as in other areas, has been funded from a wide range of sources, both capital and revenue. From 2011/12 the Government's local transport funding will be simplified to four grant streams (down from 26):-

- ◆ Integrated Transport Block (ITB) (capital);
- ◆ Block Funding for Highways Maintenance (capital);
- ◆ Major Schemes (capital);
- ◆ Local Sustainable Transport Fund (LSTF) (capital and revenue);
- ◆ Regional Growth Fund (RGF).

6.2 The four District Councils and SYPTA also support transport through their own resources. These too will be under considerable strain over the next few years, which will add to the pressure on our Plans.

BLOCK FUNDING

6.3 The ITB is historically the main source of capital funding for the South Yorkshire Strategic Investment Programme and is payable to SYITA. South Yorkshire has, under LTP2, divided its ITB into two elements: first, a Strategic Fund to support initiatives of South Yorkshire significance, and second, contributions to each of the District Councils to support their District Transport Plans. The Maintenance Block is calculated on a need-based formula and, from April 2011, will be payable to the SYITA rather than direct to District Councils.

6.4 Taking the IT and Maintenance Blocks together, the total LTP Capital funding available to South Yorkshire for the next four years is approximately £27m per annum, compared with recent years' figures which have ranged between £40m and £54m. The DfT's indicative figures show an increase to £30.8m in 2014/15, though still well below the funding levels of recent years.

Table 3: Transport Block Allocations 2011/12 – 2014/15

	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
Integrated Transport Block	11.252	12.002	12.002	16.877
Maintenance Block	15.932	15.723	14.959	13.896
TOTAL	27.184	27.725	26.961	30.773

Note: 2013/14 and 2014/15 figures are indicative

Our Approach

6.5 The challenge we face is to manage down our programme of activity to align with these much lower resource levels. Over the coming months we will consider carefully all our options in drawing up an effective and realistic delivery programme. Key features of our approach will be:-

- ◆ We will determine which actions and investments we will prioritise over the next four years (from those set out in *sections 3 and 4* above). We will assess robustly all the potential investments against value for money, deliverability and affordability criteria,

as well as the contribution they make to our strategic priorities. We will evaluate projects rigorously on completion, and invest in what demonstratively works.

- ◆ It is clear that we will not have the resources over the next four years to support all our priorities. Some initiatives will be rethought, re-phased, resized, or in some cases postponed until further resources are available. This rigour will be applied to ongoing projects which are partially complete as well as to new project ambitions.
- ◆ We will give close attention to how we can maximise the use of existing assets, so avoiding the need to invest expensively in new ones. We will place a particular emphasis on asset management and maintenance (see section 4). We will also sharpen our approach to anticipating and managing risk (see section 7).
- ◆ We will maximise efficiency across the partnership, finding the best balance of centralisation and devolution. We will pool at least half of our total IT resource to fund a strategic South Yorkshire Transport Investment Programme (see section 4), including public transport programmes; we will consider whether overall impact might be served by increasing the proportion of IT resource which is pooled. We will share resources where this is cost-effective, for example in procurement. We will also look for innovative ways of doing things, challenging existing practice constructively, and removing unnecessary bureaucracy and cost.

MAJOR SCHEMES

- 6.6 Major capital schemes costing over £5m are resourced through DfT funds, with a local contribution. We have identified a number of Major Schemes which we believe are vital to advancing the LEPs vision for the City Region, and have been progressing these through the regional (now ended) and national approval processes.
- 6.7 Less Government funding will be available for Major Schemes in the short term, and fewer schemes will be funded than in the recent years. The DfT has also indicated that lead organisations will need to bear the preparatory costs of Major Schemes, and bear more of the risk associated with such schemes.
- 6.8 In October 2010 Government provisionally grouped Major Scheme proposals into four categories. South Yorkshire's proposed schemes have been categorised as follows:-
- 6.9 **Supported Pool** : these schemes require a 'best and final offer from the promoting authority' with final decisions taken in January 2011. There is one South Yorkshire scheme in this category:-
- ◆ **Improvements on A57 east of M1 Junction 31, near Todwick (Promoting authority: Rotherham).** The A57 is an important strategic route linking the A1 and M1, and connecting South Yorkshire with the North Nottinghamshire part of the City Region. It is heavily used by freight traffic. Improving the A57 between M1 and Todwick crossroads aims to reduce congestion, improve road safety and improve the accessibility of adjacent communities, including the Dinnington regeneration area.
- 6.10 **Development Pool:** promoting authorities will be invited to make a revised bid into this pot over the coming months, and the DfT will take decisions on these schemes during 2011. There are three South Yorkshire schemes in this category:-
- ◆ **Waverley Link Road (Rotherham).** A new link road to Waverley, including the Advanced Manufacturing Park, which will provide links to local labour markets, alongside a strategic park and ride site, serving Waverley and Rotherham. Together these schemes aim to remove a constraint on the development of this key

regeneration area, reduce congestion and divert traffic from surrounding residential areas.

- ◆ **White Rose Way (Doncaster).** This scheme involves upgrading White Rose Way to dual carriageway for 1.7km between M18 junction 3 and Ladybank, including new junctions, bridge and pedestrian and cycle facilities. The scheme will eliminate queuing on the A6812 and back onto M18. The requirement for DfT major scheme funding has been reduced by progressing an ERDF bid along with DMBC corporate resources to maximise local contributions offering high affordability to the DfT.
- ◆ **Supertram: Additional Vehicles (SYLTE).** The successful Supertram system now has significant capacity constraints. This proposal is for the purchase of four additional tram units to operate on the busiest parts of the network, reducing road congestion and encouraging central rather than out of town growth.

6.11 **Pre-Qualification Pool:** The DfT has indicated that more work is needed to determine whether these schemes can enter the 'development pool' (above). There are two South Yorkshire schemes in this category:-

- ◆ **South Yorkshire BRT Phase 1 – Northern Route (SYLTE).** A new highway link beneath the Tinsley Viaduct which will ease congestion around Junction 34 of the M1, with priority for a BRT system to serve the strategic development sites in the Don Valley and better connect them to Rotherham and Sheffield centres;
- ◆ **A61 Penistone Road Smart Route (Sheffield).** This proposed scheme is to develop a smart route along the A61 Penistone Road in Sheffield, including junction improvements, signal upgrades, bus lanes with pre-signals, and bus stop improvements. The aim is to improve operating conditions for buses and reduce delays for all traffic along the important development corridor of the Upper Don Valley.

6.12 **'Grey Schemes'** : There are three South Yorkshire schemes which had previously been endorsed at regional level but which have not been placed by the DfT into any of the above categories. These are:-

- ◆ **FARRRS (Doncaster).** This scheme will link the RHADS to the M18 and unlock a number of national regeneration sites, including the Rossington Inland Port Strategic Road/Rail Interchange.
- ◆ **South Yorkshire BRT Phase 1: Southern Route (SYLTE).** This is a BRT scheme to connect the nationally important Waverley development site with Sheffield and Rotherham Centres.
- ◆ **INTEGR8 – South Yorkshire Strategic Park and Ride Network (SYLTE).** This scheme involves the provision of park and ride sites with a linked bus rapid transit service to Sheffield and Doncaster centres to reduce car traffic and congestion on key routes.

Our Approach

6.13 These schemes are designed to realise the economic potential of the city region in support of the LEPs vision and in our view have a very strong justification. We will work closely with the private sector partners and the DfT to secure a place in the Major Schemes programme for these key projects.

- 6.14 We will no doubt face difficult decisions regarding schemes which do not secure Government support. The options we will consider include:-
- ◆ Finding other means of funding, developing packages harnessing a range of contributions from partner sources (both public and private), including the RGF.
 - ◆ Using the pooled IT resources to help deliver these Major Schemes. However the IT has reduced to such an extent that such this would be at very serious detriment to the rest of our programme.
 - ◆ Accepting that a number of the Major Schemes will only be deliverable in the longer term, and pushing back preparatory work accordingly. However, there would be a serious loss of economic impact in doing so.

LOCAL SUSTAINABLE TRANSPORT FUND

- 6.15 The LSTF is a new grant stream (capital and revenue) against which local authorities are invited to bid to fund packages of interventions that address local transport issues in sustainable ways. The first round of bidding closes in April 2011.

Our Approach

- 6.16 We will prepare a bid for LSTF resources to support those elements of our plans, particularly concerned with low cost, high value measures which meet local needs, for example measures aimed at active travel, reducing emissions, and enhancing safety. We will assemble a package of proposals that is deliverable, affordable and demonstrates excellent value for money.

OTHER SOURCES OF FUNDING

- 6.17 Transport in South Yorkshire, as in other areas, is funded from a wide range of sources, both capital and revenue. Our approach will be to formulate a programme that makes the best overall use of the total resource potentially available to deliver our strategy.
- 6.18 In addition to the core LTP funding, we will actively seek opportunities to lever in funding from other sources. These include LSTF, ERDF, RGF as well as contributions from partner organisations, both private and public.
- 6.19 We will explore new ways in which local and national public subsidy and bus operators' own investment can be brought together to deliver affordable fares and a high quality, integrated bus system. We will consider the potential of Tax Increment Financing (TIF), which will enable Council's to pay for transport improvements by borrowing against additional business rate income generated by new infrastructure in defined geographical areas. We will also explore the potential of the Community Infrastructure Levy (CIL), which helps pay for infrastructure required to serve new development.

LTP ANNUAL DELIVERY PROGRAMME

- 6.20 The resultant programme will be a blend of capital and revenue initiatives, working in mutually supporting packages. The programme will be set out in our LTP Annual Delivery Programme which will detail the specific schemes we plan to invest in. At the time of writing, work is in progress to identify the cost implications of our investment schemes, including both ongoing and new schemes, prior to scheme appraisal and prioritisation. A fully costed programme will be in place by Spring 2011.

6.21 Over time, the LTP Annual Programme which will also provide the framework for the next four years of investment will bring together and detail all our collective resource which supports the Implementation Plan. We already have a well developed approach to handling the capital elements of our programme. In future we will build on this to detail how revenue and human resources, from a range of sources, will blend together into a fully integrated programme. We will involve all our partners in this, including the four District Councils, SYPT, Highways Agency, public transport operators, Police and Heath partners.

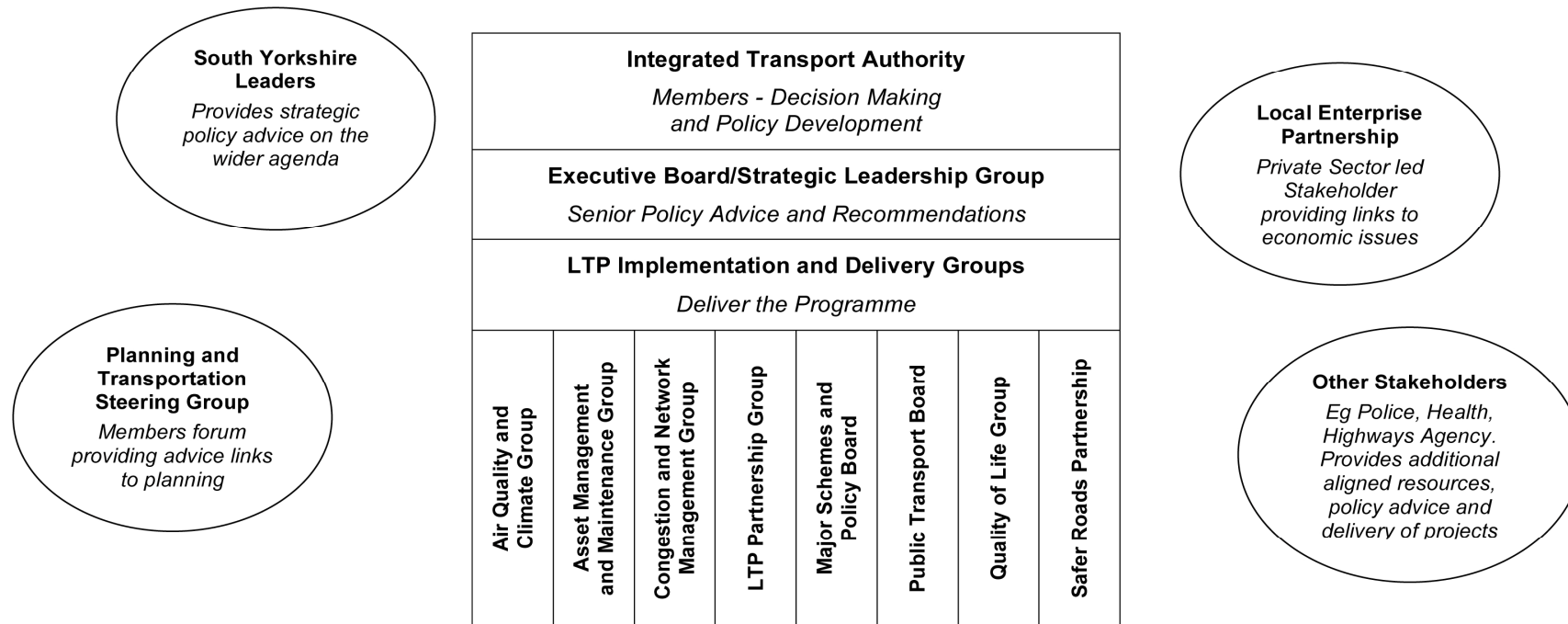
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7 GOVERNANCE

DECISION MAKING AND STRUCTURES

- 7.1 Robust decision-making and delivery arrangements have been put in place to ensure that LTP3 is planned and delivered in a timely, accountable and effective way, and that the programme has full engagement and ownership of key partners. The structure comprising the LTP Partnership is set out in *Figure 1*. The arrangements build on those which have been successfully adopted for LTP2, and have been further strengthened in places.
- 7.2 Ultimate responsibility for approving the LTP and overseeing its implementation lies with the **South Yorkshire Integrated Transport Authority (SYITA)**. The SYITA comprises 12 Members representing the four District Councils in South Yorkshire, and meets monthly. The SYITA has the lead role on the strategy, preparation, funding and monitoring of delivery of the South Yorkshire LTP.
- 7.3 As Highway Authorities, the **four District Councils** in South Yorkshire are fully involved with the LTP at all stages in its development and implementation, and fully own the Plan. The District Councils each formally endorse these documents. Their Chief Executives provided a high level steer to the development of the Transport Strategy and its delivery through the SYPTE Executive Board (on which they sit as Non- Executive Directors). The development, implementation and monitoring of the LTP is supported by a number of Implementation Groups, each of which has professional representation from all four of the District Councils and the SYPTE. Each of the four District Councils also has **scrutiny** arrangements which enable them to scrutinise transport issues generally, including LTP as they feel appropriate.
- 7.4 The **structure** through which LTP delivery and programme management decisions are taken forward and monitored is shown in *Figure 1*. The structure has been developed to ensure the effective joint working of the five South Yorkshire Partners, together with key stakeholders such as the South Yorkshire Police, Health organisations and the Highways Agency. The arrangements have made for excellent professional engagement and collaboration between partner agencies. The structure enables day-to-day decisions about the programme to be taken at the operational level, but also provides a clear structure in which to escalate issues.
- 7.5 The structure is kept under active review to ensure our work is as effective as possible. We have identified clearly the lead and support responsibilities for taking each of our policies forward so that we have a strongly integrated approach to delivery. One particular dimension that we have strengthened is the collaboration between groups on 'interface issues' so that we have genuinely effective working on these joint issues. An outline of the functions of the key groups is at Appendix 1.
- 7.6 A small Central Team of Officers, **the South Yorkshire LTP Team**, under the LTP Director, is responsible for coordinating and managing the LTP programme and monitoring and reporting its implementation. The Central Team is also responsible for pulling together intelligence on key issues such as congestion and road safety, as well as supporting the various Groups in the structure.

Figure 1: South Yorkshire LTP Partnership Governance Structure



DELIVERY AND PROGRAMME MANAGEMENT

7.7 We developed effective robust programme management arrangements for managing the LTP2 programme and are strengthening these further to ensure that the LTP3 programme is rigorously managed.

Scheme Appraisal

7.8 We will appraise all proposed schemes rigorously at the outset, testing their contribution to our transport goals, their value for money, feasibility and risk. Scheme proposals will be assessed in relation to a range of criteria including:-

- ◆ The outputs and outcomes they aim to achieve;
- ◆ Their contribution to the achievement of each of our strategic goals;
- ◆ Their impact on the strategic network and priority route sections;
- ◆ Their value for money, including ongoing maintenance costs, and ability to lever in additional resources;
- ◆ The evidence of their likely effectiveness;
- ◆ Risks to their being delivered effectively and to timescale;
- ◆ Details of how the scheme is to be evaluated.

7.9 The established scheme assessment process is being modified to reflect the new priorities and principles and will be applied to scheme proposals put forward for investment. Schemes will also be subject to the principles outlined under Chapter 2, sections 2.5. This includes both new proposals and existing proposals which are yet to be contractually committed.

Project and Programme Management

7.10 Progress on the overall delivery of the programme is reported regularly to the ITA which makes key decisions on achievement of programme objectives.

7.11 Each scheme is assigned a lead organisation which is responsible for the coordination and delivery of the scheme and acts as the accountable sponsor. That organisation will identify any risks associated with the scheme in advance of implementation and will itself accept the risk, unless there is a specific agreement to the contrary.

7.12 Schemes will be subject to the project management procedures of the lead organisation. All schemes will have a named project manager who will be responsible for progressing and coordinating the scheme, for reporting progress, for keeping forecasts up to date over the lifetime of the scheme, and for arranging for the scheme to be evaluated.

7.13 The South Yorkshire programme management system provides an effective and consistent monitoring and reporting system for all centrally funded schemes. Schemes are regularly taken through a delivery review process whereby their performance is tested against key milestones and spend profiles. Monthly monitoring reports are prepared centrally, covering expenditure, scheme implementation and outputs. Any problems and delays are identified at an early stage to enable swift remedial action to be taken to bring the programme back on track, including bringing forward reserve schemes where necessary. Regular reports are made to FITWG, and where necessary to SLG and the Executive Board, to agree how areas of divergence from the planned programme are to be tackled.

Performance Indicators

- 7.14 We have identified a set of potential performance indicators (PIs) which will help us to assess year by year progress with the way our transport interventions are impacting on our policy objectives.
- 7.15 Where possible we have identified quantifiable performance indicators to assess our progress on particular policies. These fall into a number of groups:-
- ◆ **Modal Share** – the proportion of people who travel by particular modes, including bus, train, tram, car, walking and cycling;
 - ◆ **Public Transport** - including patronage, reliability, punctuality, and user satisfaction;
 - ◆ **Need for Highway Maintenance** – on principal, non-principal, and unclassified roads;
 - ◆ **Emissions** – including nitrogen dioxide and other emissions;
 - ◆ **Road Casualties** – including people killed or seriously injured (KSI), children and young people KSI, slight injuries, and injuries to different types of road user;
 - ◆ **Satisfaction** – with road condition, congestion and network management, road safety;
 - ◆ **Network Management** including network reliability.
- 7.16 In working up the detail of these indicators, we will adopt a proportionate approach, minimising the cost of data collection as far as possible. We will consider setting targets against these indicators once investment decisions have been taken, as part of our annual delivery programme.
- 7.17 Some of our policies do not readily lend themselves to quantitative measurement. In these cases we will find ways of assessing our performance qualitatively. The LTP Central Team will assess the progress on delivery of our programmes against policy objectives.

Scheme Evaluation

- 7.18 We will also evaluate schemes (or packages of schemes) on completion, to ensure that they have achieved their objectives and that we learn appropriate lessons which will help us to target our efforts and guide our investment decisions in the future. This represents a major improvement from LTP2. Proposals for all schemes above a certain cost set out how the scheme is to be evaluated and these proposals form part of the scheme assessment process. Appropriate pre-implementation and control data is collected throughout the duration of the scheme to enable effective evaluation to take place when the scheme is implemented.

Risk Management

- 7.19 The major risks associated with this Implementation Plan and the mitigation measures we are taking are as follows:-

	RISK	MITIGATION
1	Funding Levels	<ul style="list-style-type: none"> ◆ We will review the split of funding as between the South Yorkshire Strategic Programme and the District Programmes to get the optimum overall balance. ◆ We will be rigorous in our prioritisation and appraisal of schemes to ensure that delivery plans are absolutely realistic and that potential issues are anticipated at an early stage.
2	Deliverability of the Annual Programme	<ul style="list-style-type: none"> ◆ Scheme affordability and deliverability will be key criteria in establishing our annual programme. ◆ Schemes that require statutory authority or land acquisition will be tested robustly before being included in the annual programme
3	Managing Delivery and Cost	<ul style="list-style-type: none"> ◆ The LTP Team will manage the annual programme, reporting any significant variances and reallocating resources as necessary ◆ Some flexibility will be built in through over-programming. ◆ A reserve list of schemes will be maintained
4	Value for Money	<ul style="list-style-type: none"> ◆ Value for money will be tested before schemes are included in the annual programme ◆ We will particularly look for low cost solutions and schemes with high benefit cost ratios
5	Partner and Public Support	<ul style="list-style-type: none"> ◆ Thorough public consultation on our Strategy ◆ A formal approval process through the District Councils and the SYITA ◆ Consideration by relevant Scrutiny Boards ◆ Close collaborative partnership working through our Implementation Groups. ◆ Publish an annual review of progress

7.20 At a more detailed level we will give consideration to how we might further strengthen risk management of the programme, drawing particularly on the work of the partners whose approach is the furthest developed in this area. Any new arrangements we introduce will be proportionate and cost-effective.

GLOSSARY

AMMG	Asset Management and Maintenance Group
ANPR	Automatic Number Plate Recognition
AQAP	Air Quality Action Plan
AQCG	Air Quality and Climate Group
AQMA	Air Quality Management
BMBC	Barnsley Metropolitan Borough Council
BRT	Bus Rapid Transit
CCTV	Close Circuit Television
CIL	Community Infrastructure Levy
CNMG	Congestion and Network Management Group
CRF	Congestion Reward Fund
DaSTS	Delivering a Sustainable Transport System:
DfT	Department for Transport
DMBC	Doncaster Metropolitan Borough Council
ECML	East Coast Mainline
ERDF	European Regional Development Fund
FARRRS	Finningley and Rossington Regeneration Route Scheme
FITWG	Finance and Integrated Transport Working Group
GVA	Gross Value Added
HAMP	Highways Asset Management Plan
HSR	High Speed Rail
ITB	Integrated Transport Block
ITS	Integrated Transport System
KSI	Killed or Seriously Injured
LDP	Local Development Plan
LEP	Local Enterprise Partnership
LTP2	Local Transport Plan 2: The statutory document that contains the transport strategy for 2006-2011 which is replaced by this strategy and its implementation Plan
LTP3	Local Transport Plan 3: A statutory document that contains the transport strategy for the years 2011- 2026 and an implementation plan for a shorter period
LTPPG	Local Transport Plan Partnership Group
MML	Midland Mainline
MSPB	Major Schemes and Policy Board
PFI	Private Finance Initiative
PI	Performance Indicators
PTB	Public Transport Board
QBC	Quality Bus Corridor
QoL	Quality of Life (Group)
RGF	Regional Growth Fund
RHADS	Robin Hood Airport Doncaster- Sheffield

RMBC	Rotherham Metropolitan Borough Council
SAC	Speed Awareness Course
SCC	Sheffield City Council
SCR	Sheffield City Region
SEA	Strategic Environmental Assessment:
SLG	Strategic Leadership Group
SMS	Speed Management Strategy
SQPS	Statutory Quality Partnership Schemes
SRP	Safer Roads Partnership
STM	Strategic Traffic Management
SYCS	South Yorkshire Cycle Strategy
SYITA	South Yorkshire Integrated Transport Authority
syITS	South Yorkshire Integrated Transport System
SYPTTE	South Yorkshire Passenger Transport Executive
TAMP	Transport Asset Management Plan
TCC	Traffic Control Centre
TIF	Tax Increment Financing
VMS	Vehicle Message signs
W2W	Wheels to Work

APPENDIX 1: IMPLEMENTATION GROUPS

Air Quality and Climate Implementation Group

The group has the strategic lead for the climate change and vehicle emission reduction aspects of the Transport Strategy. Whilst the group has the operational lead for certain specific initiatives and for promoting awareness, much of its agenda is progressed through the activities of other groups and partners.

Policies responsible for:-

R	To work to improve the efficiency of all vehicles and reduce their carbon emissions
U	To support the generation of energy from renewable sources, and use energy in a responsible way
V	To improve air quality, especially in designated AQMA areas

Asset Management and Maintenance Implementation Group

The role of the AMMG is to provide a multi-agency approach to the delivery of maintenance activities to address the challenges and goals of the SCR Transport Strategy. The AMMG acts as a central point for decision making on maintenance and asset management issues and implements strategies, schemes and programmes of works that improve the condition of the highway and transport networks and protects the economic life of transport assets.

The Highway Authorities are responsible for maintenance in their own districts, with coordination provided by the AMMG. This leads on the development of the transport asset management plan for South Yorkshire, shares experience between the districts, and identifies potential efficiencies, for example in coordinating work along key arterial routes, and in relation to shared procurement.

Policies responsible for:-

M	To ensure our networks are well-maintained
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Congestion and Network Management Implementation Group

The Group has overall responsibility for the development, implementation and monitoring of the network management aspects of the LTP3 Implementation Plan. It is responsible for identifying the Strategic Road Network in South Yorkshire as a basis for prioritising intervention and investment. The Group comprises nominated Traffic Managers from the four South Yorkshire Local Highway Authorities, who individually have a duty to ensure that each of the Districts discharges its Network Management Duty, together with a representative of the SYPTE.

Policies responsible for:-

B	To improve the reliability and resilience of the national road network using a range of management measures
C	To promote efficient and sustainable means of freight distribution, while growing SCR's logistics sector
L	To reduce the amount of productive time lose on the strategic road network and improve its resilience and reliability
J	To apply parking policies to promote efficient car use while remaining sensitive to the vulnerability of urban economies

Public Transport Board

Covering all forms of public transport, the Board will deliver a Public Transport Investment Programme, ensure that all future investment in public transport has maximum impact, and that the LTP3 public transport outcomes contribute to the broader Transport Strategy.

Policies responsible for:-

D	To improve rail services and access to stations, focusing on interventions that can be delivered in the short term
E	To ensure SCR is served by HSR
F	To improve connectivity between major settlements
K	To develop public transport that connects people to jobs and training in both urban and rural areas
N	To develop user-friendly public transport, covering all parts of SCR, with high quality of integration between different modes
O	To ensure public transport is accessible to all
P	To work with operators to keep fares affordable, especially for travellers in need
Z	To improve safety and the perception of safety on public transport

Quality of Life Implementation Group

The role of the QoLIP is to develop and oversee delivery of a range of transport interventions aimed at improving health, accessibility and social inclusion. Much of the group's agenda is progressed through influencing the activities of other groups and partners.

Policies responsible for:-

H	To develop high-quality public places
S	To encourage active travel and develop high-quality cycling and walking networks
Q	To provide efficient and sustainable access to our green and recreational spaces, so that they can be enjoyed by all residents and attract tourism.

Safer Roads Partnership

The role of South Yorkshire SRP is to provide a multi-agency, proactive approach in South Yorkshire. To do so, it mobilises three key interventions of engineering, education and enforcement, and forges strong links with other policy agendas.

Policies responsible for:-

W	To reduce safer road use and reduce casualties on our roads
X	To work with the Police to enforce traffic laws
Y	To focus safety efforts on vulnerable groups

APPENDIX 2: IMPLEMENTATION GROUPS ACTION TABLES

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Air Quality and Climate Group (AQCG)</p>	<ul style="list-style-type: none"> ◆ Invest in low carbon vehicles ◆ Develop low carbon infrastructure ◆ Work with partners to aid delivery of low carbon initiatives eg Plugged in Places ◆ Incentivise low carbon vehicle use (eg preferential parking) ◆ Promote eco-driving initiatives eg ECO-stars scheme ◆ Consider how micro-generation can be incorporated into interchanges, road signs, bus shelters etc ◆ Work with Highways Agency to better manage vehicle flow on national network ◆ Accelerate take-up of cleaner engines ◆ Sustain air quality monitoring and modelling ◆ Develop solar PV panels and transport interchanges ◆ Investment in:- <ul style="list-style-type: none"> – Low carbon vehicles – Low carbon infrastructure – Promoting more efficient use of vehicles
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Asset Management and Maintenance Group (AMMG)</p>	<ul style="list-style-type: none"> ◆ Complete TAMP for South Yorkshire ◆ Coordinate Investment Programmes with TAMP to remove any duplication and minimise disruption ◆ Integrate safer roads principles into HAMPs and South Yorkshire TAMP ◆ Carry out regular inspections of highway network to identify defects ◆ Implement junction improvements, traffic calming etc on a 'worst first' basis ◆ Build needs of pedestrians and cyclists into remediation works ◆ Ensure cycling and walking routes are well maintained and swept ◆ Ensure high quality lining, signing, and lighting ◆ Maintain all networks in a prioritised manner, including the new Strategic Network ◆ A winter service that has a primary objective which is the safety of all road users ◆ Assessments for asset condition undertaken with particular reference to the strategic network ◆ Factoring the maintenance costs implications into new investment proposals ◆ Ensure coordination of the Sheffield PFI contract with other sub-regional stakeholders and agendas ◆ Continue to develop collaborative approaches to procurement ◆ Securing commuted sums from developers and schemes promoters to cover future maintenance requirements
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Congestion and Network Management Group (CNMG)</p>	<ul style="list-style-type: none"> ◆ Work with the Highways Agency to improve the effective capacity of the M1, A1 and M18 ◆ Work with the Highways Agency to keep the A628 and A616 open in extreme weather ◆ Help the Highways Agency to minimise disruption after road incidents ◆ Expand and enhance the ITS and strengthen links with Regional Control Centres ◆ Coordinate Investment Programmes to remove any duplication and minimise disruption ◆ Establish a sub-regional Freight Quality Partnership and other forums, as required, to deal with specific local freight issues to include freight industry and Network Rail representation ◆ Support the freight and logistics industry by developing robust road works and incident information streams ◆ Develop bespoke freight route information and mapping for larger freight distribution centres and destinations in the sub-region ◆ Support proposed 'inland port' at Doncaster ◆ Consider, with Network Rail, the most advantageous ways of improving rail freight connections ◆ Consider potential for shifting more freight from road to rail or waterways and for rail-road distribution centres ◆ Produce a South Yorkshire Freight Strategy and Action Plan ◆ Develop consistently applied parking policies for the short term ◆ Consider, at the appropriate time, any necessary measures such as higher long-term stay parking fees and workplace parking levies, to promote efficient car use ◆ Improve core network management processes eg permit to work in the highway scheme ◆ Selected investment in the strategic network, having regard to the prioritisation of route sections. ◆ Expand and enhance the ITS to help improve capacity ◆ Strengthen inter-agency contingency planning ◆ Develop a process with partners to learn lessons from events and enhance plans ◆ Make the VMS system fully operational ◆ Complete the installation of ANPR cameras and connection to the system ◆ Enhance radio capacity ◆ Further develop bus priority sequencing ◆ Maximising the current technology and extend the operational hours of the TCC ◆ Further investigate the introduction of a permit to work scheme

- ◆ Expand use of CCTV
- ◆ Improve levels of lighting at stops and stations after dark and seek ways to increase staff presence
- ◆ Improve perceptions of safety through travel planning and advice
- ◆ Continue working with schools to encourage positive behaviour of younger passengers
- ◆ Lobby and work with Government to ensure funding is sufficient to deliver the accessibility needed in the city region
- ◆ Supporting the national concessionary travel scheme through adding local increments to the national Government scheme, for example extending it to the tram system, and providing child concessions
- ◆ Work with operators in partnership and lobby to keep fares affordable
- ◆ Agree discount on pre-paid ticketing for future Smarter Choices campaigns
- ◆ Ensure special attention is paid to those with particular needs or learning disabilities (in vehicles, infrastructure and service provision)
- ◆ Invest in low floor buses
- ◆ Provide raised kerbs at bus stops
- ◆ Make public transport a competitive travel option, through delivery of Public Transport Implementation Plan
- ◆ Develop and maintain close voluntary and statutory partnership working with bus operators and, if necessary, quality contracts
- ◆ Provide small, medium and large park and ride sites and associated 'ride' services
- ◆ Develop and improve interchanges and mini-interchanges
- ◆ Improve the integration of public transport with walking and cycling
- ◆ Continue to develop a flexible integrated multi-modal ticketing alongside the 'Yorcard' smart ticketing system for West and South Yorkshire;
- ◆ Ensure accessibility planning and updating the 'tendered services criteria model' provide good level of accessibility at the times people need to use them, as well as connecting people to jobs (policies G and K)
- ◆ Make full use of public transport service options available (including demand responsive and scheduled services)
- ◆ Enhance access to most relevant or useful essential services
- ◆ Deliver 'Smarter Choices' measures to inform people of the transport choices available
- ◆ Continue to invest in our 'Real Time' system to provide information to public transport users to inform their choices and provide peace of mind.
- ◆ Provide other public transport options, including Community Transport buses, dial-a-ride and other solutions to help meet travel needs
- ◆ Provide services targeted on accessibility to work, training and education
- ◆ Work with employers and developers to provide services that match patterns of working
- ◆ Work with large travel generators (hospitals, universities, retailers) to provide flexible public transport options
- ◆ Identify and implement the most efficient public transport solutions, including community transport and demand responsive transport, to meet local needs
- ◆ Continue to implement bespoke solutions (eg wheels to work, car sharing, car clubs, taxi initiatives) where they show value for money
- ◆ Continue to develop information tools that enhance access to public transport
- ◆ Improve connectivity between Barnsley, Rotherham, Sheffield and Doncaster, and access to Dearne Valley. In the first instance examining options between Barnsley and Doncaster
- ◆ Implement further key bus route and Smart Route improvements
- ◆ Identify and correct small scale problems across county (eg 'hotspots' programme)
- ◆ Continue to develop and implement major schemes between urban centres and to improve travel to work links, including:-
 - Sheffield-Rotherham tram-train scheme
 - Supertram: provision of additional vehicles
 - BRT North scheme through Lower Don valley
 - BRT South scheme through Waverley Masterplan area
- ◆ Identify accessible location for HSR station
- ◆ Implement further key bus route and Smart route improvements
- ◆ Identify and correct small scale problems across county (eg 'hotspots' programme)
- ◆ Develop park and ride on key strategic routes focused on the largest urban centres
- ◆ Revise supported services criteria to reflect emphasis on employment and economic development
- ◆ Work with operators to define new ways in which local and national funding
- ◆ Lobbying to undertake a greater role in rail franchising
- ◆ Ensure public transport facilities are well maintained
- ◆ Press for SCR to be served by HSR

Public Transport Board (PTB)

- ◆ Implement further key bus route and Smart Route improvements:-
 - Barnsley to Wakefield
 - Balby Road, Doncaster
 - Rotherham Central Core
 - Ecclesall Road, Sheffield
 - ◆ Improvements to:-
 - Local Rail Stations
 - Park and Ride Sites
 - The Tram Network
 - Bus Stops
- Press for:-
- ◆ Electrification/enhancement of sections of the MML (in particular in the East Midlands)
 - ◆ Journey time and capacity improvements to MML, ECML and between city regions
 - ◆ Work with operators and Government to seek improvements to service patterns, frequency and journey times to London, Manchester, Leeds, Nottingham and other key destinations
 - ◆ Work with Network Rail to seek improvements to connectivity and journey times between Sheffield and Manchester, including the remodelling of Dore Junction; Sheffield-Swinton-Moorthrope including Holmes Chord improvement; Doncaster-Wakefield
 - ◆ Continue to lobby for improvements to Sheffield-Barnsley-Leeds line (especially Horbury Junction), higher capacity on the Penistone line.
 - ◆ Secure improvements to train capacity, additional carriages, new rolling stock, and Holmes Chord improvement
 - ◆ Provide public transport access to existing and new stations
 - ◆ Provide information and travel planning services to support access to gateway stations

Quality of Life Group (QoL)

- ◆ Ensure car access to green spaces is managed
- ◆ Provide alternative public transport options for accessing green and recreational spaces
- ◆ Improve walking and cycling infrastructure to green and recreational spaces
- ◆ Improve Rotherham Station and its links to town centre
- ◆ Make improvements in Dearne Valley
- ◆ Improve urban design, removal of sign and street furniture clutter when undertaking transport schemes and maintenance programmes
- ◆ Enhance on and off-road cycling and walking network
- ◆ Provide better facilities for cyclists and pedestrians at rail stations/interchanges, employers and service outlets
- ◆ Implement SYCS
- ◆ Linked District-level cycle action plans
- ◆ Cycling and pedestrian training and safety initiatives
- ◆ Tackle the barriers to the use of public transport
- ◆ Improved marketing and promotion through targeted travel behavioural change campaigns
- ◆ Information, travel advice and personalised travel planning covering the whole journey experience
- ◆ Travel planning schemes with employers and service organisations
- ◆ Implement pilot electric bike leasing scheme for large organisations
- ◆ Expand 'BikeIT' project
- ◆ Build on the pilot of Bike Boost scheme
- ◆ Develop the Sheffield City Centre Bike Park
- ◆ Develop the Sustrans Connect 2 initiative connecting South Yorkshire and North Yorkshire
- ◆ Develop Access to Opportunities Phase 2
- ◆ To develop a county wide travel plan portal
- ◆ Establishment of a county wide travel behaviour programme
- ◆ Encourage organisations to adopt practises that minimise unnecessary commuting
- ◆ Encouraging organisations to introduce flexible working hours
- ◆ Enable/encourage car share clubs
- ◆ Develop countywide rollout of the successful Bus IT scheme
- ◆ Continuation of the W2W

Safer Roads Partnership (SRP)

- ◆ Continue training, education and campaign activities and driver/rider behaviour programmes
- ◆ Deliver district safer roads programmes, engaging local people through neighbourhood forums, community assemblies etc
- ◆ Consolidate 'worst first' approach for engineering work and extend to educational and enforcement activities
- ◆ Deliver programme of local safety scheme interventions at identified sites and routes of recurrent casualties
- ◆ Improve monitoring, analysis and evaluation of road traffic collisions to improve targeting and strengthen preventative approach
- ◆ Expand role and remit of Road Safety Audit process
- ◆ Monitor public transport casualty figures and incorporate improvements in Key Routes, Hotspots etc programmes
- ◆ Minimise tram-related incidents through (car and tram) driver training and education
- ◆ Analyse offending and casualty information to determine enforcement priorities
- ◆ Review operation and site selection policy of the SCP and consolidate camera deployment and usage
- ◆ Review and update SMS
- ◆ Explore 'community speed watch' initiatives
- ◆ Expand parking and bus lane/gate enforcement and other moving traffic offences
- ◆ Sustain analytical work to pinpoint key risks
- ◆ Effective speed management in residential areas, including exploring further use of 20 mph zones, Home Zones and Shared Spaces
- ◆ Continue programmes for children and young people, including education and training, school travel plans, Safer Routes to School, walking buses, and seat belt/child restraint promotion
- ◆ To integrate safer roads principles into the HAMP
- ◆ Child pedestrian and cycling training and road safety education
- ◆ Engaging with school travel plans and school gate parking issues

Strategic Leadership Group (SLG)

- ◆ Progress FARRRS
- ◆ Enhance public transport access to RHADS
- ◆ Improve rail access to Manchester Airport, including schedules, reliability and frequency
- ◆ Increase capacity of White Rose Way (A6182)
- ◆ Waverley Link Road to the Advanced Manufacturing Park
- ◆ BRT North scheme through Lower Don Valley
- ◆ BRT South scheme through Waverley Masterplan area
- ◆ Improve access for M1 to employment growth points in Barnsley
- ◆ Ensure transport policy is reflected in LDPs
- ◆ Ensure forward land use plans are focussed on development in places easily accessible by public transport
- ◆ Work with operators and developers to ensure appropriate provision of public transport to serve new developments
- ◆ Ensure good walking and cycling access to local facilities as a consideration for development
- ◆ Work to support of the A61 Penistone Road Smart Route scheme
- ◆ Development of proposals for Integ8 park and ride network



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13th December 2010

Dear Mr Kimber

LOCAL TRANSPORT SETTLEMENT (2011/12 – 2012/13)

Following the Spending Review on 20 October 2010, which included the national totals for future transport grants, Ministers announced today the final local transport capital block settlement for 2011/12 to 2012/13, and indicative allocations for 2013/14 to 2014/15. This letter summarises the position for your authority.

2010 Spending Review

The Government is committed to reducing the deficit, facilitating long-term, sustainable growth and tackling carbon emissions, while ending the era of top-down government by providing a radical devolution of power and greater financial autonomy to local authorities.

As part of the Spending Review, the Department announced a radical simplification of local transport funding, moving from 26 separate grant streams to just four.

- I. a local sustainable transport fund (capital and resource);
- II. major schemes (capital)
- III. block funding for highways maintenance (capital); and
- IV. block funding for small transport improvement schemes (capital).

All other specific grants are being ended¹, with the funding transferred and included in the main Local Government Formula Grant administered by the Department for Communities and Local Government.

Block Funding

The Department consulted on a number of proposals for local transport capital funding between August and October 2010. A summary of replies received through this consultation and the Department's response is available at:

<http://www.dft.gov.uk/localtransportfunding>

In response to requests received through the consultation, the Department has published explanatory notes for the integrated transport and highway maintenance block formulae, as well as the individual local authority raw data used within both formulae, at:

<http://www.dft.gov.uk/localtransportfunding>

¹ This excludes the few specific rail grants provided by the Department to individual local authorities.

Highways Maintenance Block

With limited resources available, the Department believes that it is essential highways maintenance continues to be prioritised, reflecting the economic and social importance to local communities, the need to safeguard the largest single local public asset, and the liabilities for future years that can be created from short-term cuts in maintenance.

We are therefore providing over £3 billion over the next 4 years. This takes account of the significant scope for efficiencies, for example through combining purchasing power of local authorities to drive down prices. The profile of this grant is £806m in 2011/12, £779m in 2012/13, £750m in 2013/14 and £707m in 2014/15.

To help local authorities achieve these efficiencies, we will work with local government professionals to embed sector-led best practice widely, with a time-limited fund worth £3 million in each of 2011/12 and 2012/13.

Local authority highways maintenance block allocations are calculated through a needs-based formula. The allocation for your area is given in the attached Annex A.

Integrated Transport Block

The Department will provide over £1.3 billion over four years for small transport improvements, on top of the capital funding provided through the Local Sustainable Transport Fund and in addition to what is available through the Regional Growth Fund (see below). The profile of this grant is £300m in 2011/12, £320m in 2012/13, £320m in 2013/14 and £450m in 2014/15.

Integrated transport block funding is crucial to help local authorities improve road safety, stimulate local economies by reducing congestion, and deliver social justice to their local communities. Research has shown that investment in such measures can provide very high value for money.

Local authority integrated transport block allocations are calculated through a needs-based formula, and the allocation for your area is given in the attached Annex A.

Local Sustainable Transport Fund

The Department is establishing a £560 million Local Sustainable Transport Fund to challenge local authorities outside London to bid for funding to support packages of transport interventions that support economic growth and reduce carbon emissions in their communities as well as delivering cleaner environments and improved air quality, enhanced safety and reduced congestion. The profile of this Fund is £80m in 2011/12, £140m in 2012/13, £160m in 2013/14 and £180m in 2014/15.

This replaces a range of previous grants for sustainable forms of travel and represents a significant increase in funding for sustainable travel, which the Government believes can both support economic growth and reduce carbon emissions.

Responding to calls from local government, the Fund will include a mix of £350m revenue and £210m capital funding over the next four years to maximise the options available to local authorities. A small proportion of the Fund will be allocated to provide continued funding for the successful Bikeability scheme, which offers high quality cycle training for young people, and for the completion of small scale initiatives consistent with the fund objectives. For the remainder of the funding, we will invite local authorities to develop

packages of low cost, high value measures which best meet their local needs and effectively address local issues.

Ministers have separately announced today plans for publishing guidance on the Fund, which will include details of the application process and annual availability of funding.

Major Projects

The Government is providing over £1.5 billion for local authority major schemes over the four-year period: over £600 million for committed schemes and over £900 million for new schemes. This level of investment is greater than the average annual spend on local authority major schemes over the last 10 years. The profile of this budget is £418m in 2011/12, £364m in 2012/13, £335m in 2013/14 and £427m in 2014/15.

Whilst this is a considerable investment, not all previously proposed major schemes are affordable and tough decisions will remain necessary. In October the Department announced future arrangements for major schemes. Details are available at:

<http://www.dft.gov.uk/pgr/regional/lt/major/transport schemes/>

We will also be looking to develop successor arrangements to the previous Government's Regional Funding Allocations for transport that, over time, give a voice in scheme prioritisation to elected local authorities and business interests. We hope that Local Enterprise Partnerships will have an important role in this.

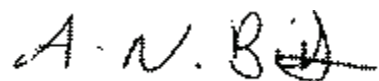
Regional Growth Fund

The Department for Transport is contributing around a third of the funding for the £1.4 billion Regional Growth Fund. Bids for local transport schemes that unlock sustainable economic growth will be eligible for submission to this fund. Further information can be found at: <http://www.bis.gov.uk/policies/regional-economic-development/regional-growth-fund>

I would like to take this opportunity to thank you for all the hard work that your officers continue to undertake.

Please contact the Local Transport Funding team at LT.PLANS@DFT.GSI.GOV.UK or on 0207 944 2249 for queries relating to the capital block funding allocations outlined in this letter or any other matter.

Yours sincerely,



Nick Bisson

ANNEX A: CAPITAL BLOCK FUNDING ALLOCATIONS FOR SOUTH YORKSHIRE ITA

Transport Capital Funding

The local transport block capital allocations for your authority are:

Block - <u>Final</u> Allocations	2011/12 £000s	2012/13 £000s
Integrated Transport	11,252	12,002
Highways Capital Maintenance	15,932	15,723

Block - <u>Indicative</u> Allocations	2013/14 £000s	2014/15 £000s
Integrated Transport	12,002	16,877
Highways Capital Maintenance	14,959	13,896

This funding will be provided as capital grant (not supported borrowing). It is not ring-fenced. Funding allocations for 2013/14 and 2014/15 are indicative and are subject to change, for instance as a result of changes to the formulae or future data changes.

Grant conditions are provided at Annex B.

As outlined in the Department's published response to the local transport funding consultation, in Metropolitan Areas Integrated Transport and Highway Maintenance Block funding will be allocated to the Integrated Transport Authority.

We will need to be advised of any different arrangements for payment of the highway maintenance block funding for your area by the end of January of the financial year before you require these arrangements to take place. The following table gives notional formulaic highway maintenance allocations for each Metropolitan District in your area.

South Yorkshire ITA	2011-12 £000s	2012-13 £000s	2013-14 £000s	2014-15 £000s
Barnsley	3,467	3,334	3,155	2,971
Doncaster	3,874	3,978	3,745	3,439
Rotherham	3,049	2,983	3,010	2,729
Sheffield	5,542	5,428	5,050	4,756

Please note that due to rounding, the ITA total may not be the sum of the notional district allocations.

ANNEX B: GRANT CONDITIONS

1. Grant paid to a local authority under this determination may be used only for the purposes that a capital receipt may be used for in accordance with regulations made under section 11 of the Local Government Act 2003.

2. The Chief Executive and Chief Internal Auditor of each of the recipient authorities are required to sign and return to the team leader of the Local Transport Funding team² in the Department for Transport a declaration, to be received no later than 31 March 2012, in the following terms:

“To the best of our knowledge and belief, and having carried out appropriate investigations and checks, in our opinion, in all significant respects, the conditions attached to Local Transport Capital Block Funding (Integrated Transport and Highway Maintenance) Specific Grant Determination 2010 No 31/1859 have been complied with”.

3. If an authority fails to comply with any of the conditions and requirements of paragraphs 1 and 2, the Minister may-

- a) reduce, suspend or withhold grant; or
- a) by notification in writing to the authority, require the repayment of the whole or any part of the grant.

4. Any sum notified by the Minister under paragraph 3(b) shall immediately become repayable to the Minister.

² Local Transport Funding team can be contacted at LT.PLANS@DFT.GSI.GOV.UK or on 0207 944 2249.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	CABINET
2.	Date:	9TH FEBRUARY, 2011
3.	Title:	GROUNDWORK TRUSTS PANEL – MINUTES OF MEETING HELD ON 19 JANUARY, 2011
4.	Programme Area:	CORPORATE

5. Summary

Minutes of the quarterly meetings with the Groundwork Trusts Panel are submitted to Cabinet for consideration.

6. Recommendation:-

That the minutes of the meeting of the Groundwork Trusts Panel held on 19th January, 2011, be received, and the continued excellent partnership work of both Groundwork Trusts be noted.

7. Proposals and Details

The Panel was established in March 2000 to provide a forum to discuss the on-going partnership between the Council and the two Groundwork Trusts in pursuit of the economic, social and environmental regeneration of the Borough.

The two Groundwork Trusts – Groundwork Dearne Valley and Groundwork Creswell - are able to use the quarterly meetings to raise and discuss issues with Councillors and officers.

The Groundwork Trusts make an important contribution to the regeneration of the Borough and to individual local communities. The Groundwork Trusts Panel provides an important opportunity to exchange ideas and experiences, and co-ordinate actions to maximise impact and efficiency.

8. Finance

A small fund was established to enable community groups to access third party funding in support of WREN bids. The partnership working arrangements with the two Trusts enables the delivery of a wide range of projects and initiatives.

9. Risks and Uncertainties

Without the partnership working with the two Trusts many community based and environmental projects would not be able to be delivered.

Risk that funding for projects may be withdrawn and future funding sources may not be found.

Constraints on budgets of both Groundworks Trusts and the Council.

10. Policy and Performance Agenda Implications

Sustainability is the heart of the work and operations of the two Groundwork Trusts. The Council and Groundwork Dearne Valley jointly fund a Local Action 21 officer for example.

The joint working of the Council and the Groundwork Trusts provides effective environmental protection, addresses social needs and creates employment opportunities for local people.

11. Background Papers and Consultation

A copy of the minutes of the meeting of the Groundwork Trusts Panel held on 19th January, 2011, is attached.

Contacts:- Karl Battersby, Strategic Director, Environment and Development Services, ext 23801

**GROUNDWORKS TRUSTS PANEL
WEDNESDAY, 19TH JANUARY, 2011**

Present:- Councillor Sharman (in the Chair); Councillor St. John.

together with:-

Janet Johnson	Executive Director, Groundwork Dearne Valley
Alan Hartley	Chairman, Groundwork Dearne Valley
Rob Saw	Development Manager, Groundwork Dearne Valley
Jamie Ferneyhough	Operations Manager (Regeneration), Groundwork Dearne Valley
Caralynn Gale	Education Manager, Groundwork Creswell
Robert Bird	Community Projects Officer, Groundwork Creswell
Tracie Seals	Sustainable Communities Manager, RMBC
Nick Barnes	Principal Project Development Officer, RMBC
Steve Mellard	Streetpride Landscape Manager, RMBC

25. INTRODUCTIONS/APOLOGIES FOR ABSENCE

Councillor Sharman welcomed everyone to the meeting and introductions were made.

Apologies for absence were received from:-

Councillor J. Burton	RMBC
Councillor R. S. Russell	RMBC
Councillor G. Smith	RMBC
Councillor J. Swift	RMBC
Councillor K. Wyatt	RMBC
Wendy Foster	RMBC Place Shaping Officer
Nick Illingworth	Groundwork Yorkshire & Humber

26. MINUTES OF THE PREVIOUS MEETING OF THE PANEL HELD ON 13TH OCTOBER, 2010

The minutes of the previous meeting held on 13th October, 2010 were agreed as a correct record.

27. MATTERS ARISING FROM THE PREVIOUS MINUTES

The following issues were raised:-

- (i) removal of tree guards

It was explained that the Cabinet Member for Town Centres was keen to see area improvements e.g. around shopping centres, and removal of tree root guards would enable easier maintenance in these areas.

- (ii) the future of Future Jobs Fund

It was explained that Groundworks had until the end of March 2011 to complete filling the number of places they had available. Groundwork UK was currently looking at availability of spaces on the programme so it may be that the local Groundworks could increase their numbers because of the shortfall on delivery in other areas. More information would be available shortly. The current programme could conclude at the end of August.

28. QUARTERLY REPORT - GROUNDWORK CRESWELL

Caralynn Gale, Groundwork Creswell, Education Manager, introduced Robert Bird, Community Projects Officer.

With reference to the submitted quarterly report which covered the period 1st October to 31st December, 2010, Caralynn highlighted the following:-

Environmental improvements at:- Wickersley Gorse, South Anston, Anston Stone Woods, Ravenshead Dam, Harthill (roundabouts and allotments); Brinsworth, Killamarsh and Trans Pennine Trail.

Community Task Force:- it was pointed out that some clients were asking to stay on the programme for a further 13 weeks on a voluntary basis.

Future Jobs Fund:- Groundwork would continue to take referrals up to the end of March 2011 and employ clients for 6 months after that.

One World Schools – Youth Re-engagement Programme:- Groundwork continued to work with young people (NEET's) who were more suited to working outside of the classroom. Youngsters carried out work at Anston Stones.

Ex-Offenders "V" Programme:- it was reported that this programme was also coming to an end in March 2011. Currently referrals were from JobCentre Plus. Participants undertook 50 hours of conservation volunteering. Reference was made to the huge success of this programme.

Reference was made to the Coalition Government's proposals to release more ex-offenders from prison and it was thought this would be an issue for both the Council and Groundworks in view of the fact that the Government was not continuing these national programmes.

Education and Training:- potential partnership working with Groundwork Dearne Valley looking at working with schools in and around Rotherham was being explored, also with Intraining. This was for a 13 week intensive work experience course supporting young people who were finding it difficult to get employment due to lack of work experience and social

disabilities.

Community Task Force project:- continued working with 18-24 year olds from Rotherham who were unemployed and were referred by the Job Centres.

Development:- currently working on the design and construction of the pit wheel in Thrybergh.

Cresta:- was looking to work in partnership with the Council to continue the safety scheme (providing child safety gates/socket covers etc). It was pointed out that funding for the existing scheme would end on 31st March, 2011.

Construction Services:- currently in discussion about a new swimming complex in Dinnington, for which planning permission had now been granted, and Cresta was in the process of putting quotes together. Groundwork was keen to make links with Rotherham 2010 and their new partners.

It was agreed:- That officers from Groundwork Creswell be thanked for their informative report and continued involvement in projects.

29. QUARTERLY REPORT - GROUNDWORK DEARNE VALLEY

Janet Johnson, Executive Director, Groundwork Dearne Valley, introduced the quarterly report covering the period 1st October to 31st December, 2010.

The following items were highlighted:-

Jamie Ferneyhough reported on:-

Rawmarsh and Parkgate:- completion of skate park; successful bid from Big Lottery Fund Community Wildlife to carry out improvement works (benches, interpretation boards etc) to Fitzwilliam Canal.

It was pointed out that there should be a boost for projects from Lottery Funding after the Olympics.

Maltby:-

Rotherham Road Open Space:- small scale access works were being done as a continuation of the play pathfinder working with the Living Streets Project.

Maltby Crags:- successful COMMA Aggregates Levy bid to start improvements to Footpath 10.

China Town:- there was funding for activities up to the end of March.

Maltby Crags Infant School:- successful application to the Big Lottery Fund Community Wildlife to develop a masterplan.

Chesterhill:- NEETS and Future Jobs Fund team had extended path works on Magna Lane Green Corridor running alongside the stream. It was confirmed that the kickabout area on Arundel Avenue had been completed. A range of other small scale works were being carried out funded from the Area Assembly devolved budget.

Play Pathfinder:- the secondment of an officer from Groundworks to carry out consultation had now ended. A series of events had been held at the Rotherham Adventure Playground (RAP). It was confirmed that the main spend was complete with only a small amount of money remaining for after care and maintenance, and also a small amount to cover staffing of the RAP until the end of March 2011.

Everyone present commented on the good work that had been done through the Play Pathfinder project.

Turning the Corner:- this programme engaged young people full time and work had been undertaken on:- Wingfield Path project; Wingfield Enterprise Project; Wingfield Fired Arts Activities; Alpine Shops – Rockingham; St. John's Green – Kimberworth Park; Wingfield Community Garden; Fellowsfield Way – Kimberworth; Chaucer Road Project – East Herringthorpe; Rawmarsh Skate Park. A one night residential had also been held re: Gun and Knife Crime.

Reference was made to work around shopping parades and links with local schools to promote sale of items made by the youngsters to be sold in the shops.

Brampton BMX Track Sports Development:- After agreeing Years 2 and 3 of the Plan with Brampton Bierlow Parish Council and the Football Foundation Groundwork would be arranging further dates for activities for Spring 2011. However it was pointed out that the project was due to end May 2011. Reference was made to the location, use, construction materials and design of various other similar facilities in the Borough. It was noted that this particular facility attracted users from across the region to take part in activities.

It was agreed:- That a report of the future of this, and other similar facilities, be submitted to a future meeting.

Dearne Valley Eco-vision:- Groundwork had an officer seconded part time who was working closely with the Sheffield City Region Eco vision team to undertake consultation and community involvement. Key projects included the Community Champion training which commenced November 2010, also a Photography Exhibition of the Dearne Valley had been organised for February 2011 at Wath.

Cadbury Spots v Stripes:- a brief overview of this initiative was given noting that it was a partnership between Groundwork UK and Cadbury. It was explained that the aim was to engage with residents in competitive

activities as spots v stripes. Groundwork was working closely with the Council through Sports Development and Green Spaces to engage with community groups. Reference was made to the work with Rockingham 33 TARA.

Rob Saw reported on:-

LA 21:- there had been limited activity due to staffing changes and funding issues. 3rd party bids to fund the 'Global Food Programme' were unsuccessful as environmental issues were currently seen as a low priority. Reference was, however, made to the Dearne Valley Eco Vision.

Alternative Curriculum Programme:- work continued at Swinton Milton School and Swinton High School. However it was reported that the ending of EMA's had made a difference to the number of youngsters staying on at school/college.

NEETS Co-ordinated Response Fund (Rotherham):- this programme provided functional skills in English and Maths, together with an appropriate horticultural qualification.

Future Jobs Fund:- Groundwork was now working on Phase 2 (comprising 3 groups) with a final end date of August 2011. Work continued on many Council maintained sites – footpath maintenance at Maltby; riverbank improvements at Rawmarsh; maintenance at Ulley Reservoir; Thrybergh Country Park; Public Rights of Way and snow clearance for elderly peoples centres.

Bikes4All:- There had been no work in the last quarter. However, it was anticipated that work would recommence with further Bikeability training being delivered for Rotherham schools, together with some bike maintenance activity. More information would be available at the next meeting.

It was agreed:- That officers from Groundwork Dearne Valley be thanked for their informative report and continued involvement in projects.

30. ANY OTHER BUSINESS

The following items were raised:-

- (i) Mr. Steve Mellard, Streetpride Landscape Manager

The Panel noted that this would be Steve's last meeting as he was retiring from the Council.

- (ii) Tackling Worklessness in Rotherham

It was agreed: That following the success of the seminar held on 7th January, 2011, both Groundworks be invited to present an up date on

their work in late 2011.

(iii) Groundworks' Funding

Reference was made to awaited information from the DCLG about funding for Groundwork UK. It was explained that the local Groundworks would have to bid into this settlement. Reference was also made to the "Big Society" and the Localism Bill and the role Groundworks could play.

(iv) funding pots for other Council promoted schemes

Funding was being sought for a footpath/access scheme at Anston Greenlands.

It was agreed:- That Groundwork Dearne Valley speak to Nick Barnes about the various providers.

(v) Future Jobs Fund – future maintenance of sites

It was explained that Groundwork would continue with the NEETS programme on a smaller scale and with more of a training element. Groundwork would work to ensure as much was completed as possible.

31. DATES OF FUTURE MEETINGS OF THE PANEL 2011- 2012

Consideration was given to the dates and times of future meetings of the Panel 2011 – 2012.

It was agreed:- That future meetings of the Panel be held as follows:-

2011

WEDNESDAY, 13TH APRIL, 2011

WEDNESDAY, 13TH JULY, 2011

WEDNESDAY, 12TH OCTOBER, 2011

2012

WEDNESDAY, 18TH JANUARY, 2012

WEDNESDAY, 11TH APRIL, 2012

WEDNESDAY, 18TH JULY, 2012

all at 2.30 p.m. at the Town Hall, Moorgate Street, Rotherham. S620 2TH
(subject to confirmation by letter/email)

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