

Overview and Scrutiny Management Committee

Thursday 15 November 2018 at 1.30 pm

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

The Press and Public are Welcome to Attend

Membership

Councillors Denise Fox (Chair), Ian Auckland, Penny Baker, John Booker, Ben Curran, Douglas Johnson, George Lindars-Hammond, Pat Midgley, Mick Rooney, Ian Saunders, Steve Wilson and Cliff Woodcraft

Substitute Members

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

PUBLIC ACCESS TO THE MEETING

The Overview and Scrutiny Management Committee comprises the Chairs and Deputy Chairs of the four Scrutiny Committees. Councillor Cate McDonald Chairs this Committee.

Remit of the Committee

- Effective use of internal and external resources
- Performance against Corporate Plan Priorities
- Risk management
- Budget monitoring
- Strategic management and development of the scrutiny programme and process
- Identifying and co-ordinating cross scrutiny issues

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday. You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda.

Members of the public have the right to ask questions or submit petitions to Scrutiny Committee meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

If you require any further information about this Scrutiny Committee, please contact Emily Standbrook-Shaw, Policy and Improvement Officer, on 0114 27 35065 or email Emily.standbrook-shaw@sheffield.gov.uk

FACILITIES

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

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

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA
15 NOVEMBER 2018**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest**
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting**
To approve the minutes of the meeting of the Committee held on 18th October, 2018
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. Budget 2019/20 - Health and Social Care Update**
Joint presentation by the Executive Director, Resources and the Director of Public Health
- 8. The Role of the Lord Mayor**
Report of the Director of Legal and Governance
- 9. Issues to Report from Scrutiny Committees**
Scrutiny Committee Chairs to report
- 10. Presentation Topics for the January 2019 Council Meeting**
The Policy and Improvement Officer to report
- 11. Work Programme 2018/19**
Report of the Policy and Improvement Officer
- 12. Date of Next Meeting**
The next meeting of the Committee will be held on Wednesday, 13th February, 2019, at 10.00 am, in the Town Hall

This page is intentionally left blank

ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest (DPI)** relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
 - under which goods or services are to be provided or works are to be executed; and
 - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
 - the landlord is your council or authority; and
 - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
 - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
 - (b) either -
 - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Audit and Standards Committee in relation to a request for dispensation.

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

This page is intentionally left blank

Overview and Scrutiny Management Committee

Meeting held 18 October 2018

PRESENT: Councillors Denise Fox (Chair), Penny Baker, John Booker, Douglas Johnson, George Lindars-Hammond, Pat Midgley, Mick Rooney, Cliff Woodcraft and Andrew Sangar (Substitute Member)

.....

1. APOLOGIES FOR ABSENCE

1.1 Apologies for absence were received from Councillors Ian Auckland (with Councillor Andrew Sangar attending as his substitute), Ben Curran, Ian Saunders and Steve Wilson.

2. EXCLUSION OF PUBLIC AND PRESS

2.1 No items were identified where resolutions may be moved to exclude the public and press.

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

4. MINUTES OF PREVIOUS MEETING

4.1 The minutes of the meeting of the Committee held on 19th July 2018, were approved as a correct record.

5. PUBLIC QUESTIONS AND PETITIONS

5.1 The Committee received the following questions from members of the public:-

5.2 *Paul Wimpenev*

5.2.1 At a previous meeting of this Committee, the Stop G4S Group made the Committee aware of concerns with regard to the Council's interpretation of one of the Procurement Regulations, specifically regarding its powers relating to discretionary exclusion. Is the Committee aware that the legal advice offered to the Council, on this issue, and accepted by it, could mean that this permission is significantly limited in application?

5.2.2 In response, David Hollis (Assistant Director of Legal and Governance) stated that the Council had worked closely with the Stop G4S Group, and other similar groups, on this and other issues regarding the Council's procurement regulations. As part of this work, the Council had sought independent legal advice from a procurement specialist, and, whilst accepting the point being made, concluded that the advice clearly indicated that the Council could only look at one legal entity, i.e. the bidder, as part of its procurement process. The test the Council had to adhere to was

whether or not that individual or company had committed gross/grave professional misconduct, rather than assessing the group of companies, unless the Council could show that the bidder was complicit.

5.3 John Grayson

(a) Following assurances from officers and elected representatives that the Council has a robust policy, which would now deter and exclude companies with questionable integrity. Does the Council therefore think that such policy should exclude companies such as G4S, Capita (enforceable tagging of asylum seekers and Go Home campaigns) and Amey (ties with US corporation GEO)?

5.3.1 In response, Filip Leonard (Head of Procurement and Supply Chain) stated that, under the procurement Regulations, the Council needed to be open, fair and transparent, and was not able to place a carte blanche ban on any one company. Every company had the opportunity of bidding for a contract and the Council would assess each individual bid. If the Council had any specific concerns with a company however, it would approach that company, and raise such concerns with them, offering them the opportunity to provide an explanation.

(b) In terms of the Council's procurement policies, will the Committee itself monitor the policy in action, and assistant citizens in checking that this flagship policy lives up to its promise and, would the Committee ensure that an easily accessible and user-friendly register of companies be produced so the public could check if the Council had managed to employ only reputable firms?

5.3.2 In response, Filip Leonard (Head of Procurement and Supply Chain) stated that the Council wished to report on the performance of its procurement policy in a transparent manner. The Council already published data on spend on a monthly basis, on data.sheffield.gov.uk, and all the awarded contracts registers on Yortender and Contracts Finder. Unfortunately, the Service had little control over the data.sheffield.gov.uk site, to who it provided the raw data, in terms of how this was published. This was something the service planned to review, but this could prove difficult in the light of the potential costs in purchasing and running new systems to accommodate this.

6. HOW SHEFFIELD WOULD LIKE TO DO BUSINESS (ETHICAL PROCUREMENT)

6.1 The Committee received a report of the Executive Director, Resources, on How Sheffield Would Like to do Business (Ethical Procurement).

6.2 The Committee had requested a review of the Council's commissioning cycle, specifically with regard to its ability to address a number of topics, which included Tax Compliance, Ethical Procurement, Grave Misconduct, Living Wage, Blacklisting, Local Economic Impact and Social Value, and the report contained details of a series of revisions to protocols, processes and tools associated with these topics.

6.3 The report was supplemented by a presentation from Filip Leonard (Head of Procurement and Supply Chain) and also in attendance for this item were David Hollis (Assistant Director of Legal and Governance) and Councillor Mark Jones (Cabinet Adviser for Finance).

6.4 As part of the presentation, Mr Leonard reported on the Council's ambitions in terms of ethical procurement, indicating that the Council aimed to maximise its ability to use its discretion to apply ethical standards to behaviour throughout its supply chain, whilst being effective and efficient. He referred to the Ethical Procurement Policy products used by his Service, specifically highlighting the fact that the Council had recently been accredited to the Living Wage Foundation.

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

- The Council accepted the need for companies to use sub-contractors. It was also accepted that there was a need for the Council to vet the contract partners, particularly with regard to their payment terms, in an attempt to try to push money down to smaller contractors. The Council was currently working with the Living Wage Foundation to provide it with data in terms of how many employees were not currently in receipt of a real Living Wage. Ultimately, the contractual obligation was on the main contractor, and they should not be able to downgrade any specification. There was therefore a need for the Council to actively manage this position.
- Generally, a contract would last for a four-year term, therefore, within four years from now, all contracts offered by the Council should have been re-procured, thereby giving the Council the opportunity to ensure all its tendered contracts had been subject to the ethical requirements and standards. The Council had worked with the University of Sheffield to produce a toolkit to help suppliers to achieve sustainable supply chains and excellent employment practices. The toolkit brought a number of benefits to both the Council and suppliers. An event had been organised for 29th October 2018, at which the online toolkit would start to be rolled-out to suppliers, with a view to recovering data from them by the end of March 2019. Apart from final amendments to that part of the supplier questionnaire relating to grave misconduct, it was considered that the toolkit was almost complete.
- The only exceptions, at the end of a four-year period, with regard to the Living Wage will be in those circumstances where the Council was not the main contracting authority. The Council was pushing to ensure that the Living Wage was being paid by all its contracted suppliers, and was working closely with all procurement heads in the City in an attempt to ensure this was happening across Sheffield.
- The powers in the Council's Ethical Procurement Policy enabled the Council to deal with any misconduct issues regarding groups of companies, and was stronger than the policies of many other local authorities in this regard. If the Council had any concerns or suspicions regarding the conduct of a company

within a group of companies, it would make investigations, and ask questions regarding its conduct.

- There had been a number of noticeable differences following the approval of the Policy six months ago, including external validation of the real Living Wage and specifically in the improvements to the security contract outcomes, which at one point involved around 60 different companies, and now there were just five, with four of these comprising small and medium size enterprises, and three being based in Sheffield.
- In terms of any further revisions to the Policy, officers would incorporate any amendments or suggestions arising from this meeting, and forward a report to Councillor Olivia Blake (Cabinet Member for Finance) for approval.
- It was accepted that there was a need for clearer reporting mechanisms in terms of informing members of the public what the Council had achieved in terms of its Ethical Procurement Policy. It was important that the Council made it clear what it was trying to stop under the Policy. The Council was looking to improve in a manner that was easy to understand, yet demonstrated tangible outcomes achieved.
- Whilst it was accepted that, in some circumstances, a multi-national company which the Council had offered a contract to may comply with our Policy, but not meet the required standards in other countries, the Council was only able to look at the organisation that was bidding for the contract, and make a decision whether it passed the two-part test with regard to grave misconduct. The Council was not restricting the evidential basis to this country and may look at actions abroad.
- If there were grounds, under the legislation, for the Council to exclude a company or organisation, which, in the opinion of the Council, has committed grave misconduct, the Council could exclude them from tendering.
- Specific weighting was given, under the procurement process, to local economic impact, with the Council mandating that one local quote should be sourced where possible from certain procurements less than £150,000 in value. Additionally, the Council was providing training to assist local suppliers through the procurement process.

6.6 RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, together with the information reported as part of the presentation, and the responses to the questions raised;
- (b) thanks Filip Leonard, David Hollis and Councillor Mark Jones for attending the meeting and responding to the questions raised; and
- (c) requests a report back on the progress of the Ethical Procurement Policy to a meeting in or around June 2019.

7. 2019/20 REVENUE BUDGET

7.1 The Committee received a presentation from Marianne Betts (Director of Finance and Commercial Services) on the budget planning approach for the 2019/20 budget, and the financial targets set for the Council. Also in attendance for this item was Councillor Mark Jones (Cabinet Adviser for Finance).

7.2 Ms Betts stated that, whilst the Council intended to propose a balanced budget for 2019/20, this would prove very challenging due to continuing constraints on Central Government funding and the rising demand for social care. In the light of service pressures remaining very high, which was not dissimilar to many other local authorities, there was a need to deliver further savings in the medium-term, as well as having to use reserves to achieve the balanced budget. Ms Betts provided a summary of the financial position and referred to the approach the Council intended to take in order to achieve a balanced budget. She reported on the proposed approach, highlighting the savings required by the Council's portfolios, and on what the future held in terms of budget planning, with regard to terms of risks, opportunities and the Capital Programme. Ms Betts concluded by referring to the timetable in respect of the budget setting process.

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

- It was highly likely that there would be an overspend carried forward to 2019/20, which was forecast to be £15.3 million as at August 2018, though could be lower in value as the Council continued to review budget pressures to achieve savings throughout the remainder of 2018/19.
- The Council continued to bear significant social care pressures, and detailed discussions had been, and would continue to be, held, with the Clinical Commissioning Group, which included frequent conversations at the monthly meetings of the Executive Management Group to review and change the system-wide issues and cost pressures forced in care provision.
- A considerable amount of work had been undertaken to ensure that Sheffield does not suffer the same fate as Northamptonshire, and everyone needed to be aware that, unless there were significant changes in the next few years, a number of other local authorities could find themselves in similar circumstances. As well as the need for a series of incremental changes in the medium-term, there was also a need for fundamental changes at the present time.
- Due to market factors, the contributions the Council was required to make to its pension fund may reduce, thereby providing a short-term release of funds into the budget. However, the value of the contribution available still remained subject to the actuarial review, and a Government White Paper regarding this review and pension cycle, may push the availability of the contribution out from 2021/22 to 2022/23.

- The £15m one-off funding provided corporately for social care 2019/20 comprised a combination of Council reserves and contingencies around health and care.
- The introduction of Universal Credit was not forced to have any major impact on Council House rents in 2019/20, though a marginal loss was anticipated due to the initial roll-out only affecting new claimants or those declaring a change in circumstances to the Department for Work and Pensions. Other local authorities had seen a material loss in housing rent and increases in arrears by tenants, but principally, this occurred when all benefit claimants were transitioned wholly to Universal Credit. For Sheffield, this was currently planned to occur in 2022/23 when, at this point, there may be a material adverse effect on the budget. During the roll-out of Universal Credit up to 2022/23, it was anticipated that existing benefits caseloads managed by the Authority would reduce by 1-3%.

7.4 RESOLVED: That the Committee:-

- (a) notes the information reported as part of the presentation, together with the responses to the questions raised;
- (b) thanks Marianne Betts and Councillor Mark Jones for attending the meeting, and responding to the questions raised; and
- (c) arrangements be made for senior NHS Officers to attend a future meeting of the Committee to discuss the relationship between NHS and Council budgets.

8. WORK PROGRAMME 2018/19

8.1 The Committee received a report of the Policy and Improvement Officer, which set out its Work Programme for 2018/19.

8.2 The Chair referred to the item on the Role of the Lord Mayor, scheduled for the meeting on 15th November, 2018, indicating that the Director of Legal and Governance had been requested to draft a report on this.

8.3 Emily Standbrook-Shaw (Policy and Improvement Officer) stated that a request had been received from Full Council for this Committee to scope out a discussion on community safety for the Council meeting in January 2019, and that this would be considered at the Committee's meeting to be held on 15th November, 2018.

8.4 RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, together with the comments now made; and
- (b) approves the contents of the Work Programme for 2018/19.

9. DATE OF NEXT MEETING

- 9.1 It was noted that the next meeting of the Committee would be held on Thursday, 15th November 2018, at 1.30 pm, in the Town Hall.

This page is intentionally left blank

Health and Social Care Update

Overview and Management Scrutiny
Board

15 November 2018

Purpose of session

- To share knowledge of the historical and current Council budget position, particularly in relation to health and care services
- To begin to discuss a way forward that will result in medium-term stability for both SCC and CCG

Reminder: the overall position

- Since 2010, SCC has lost 60p in every £1 of Government grant – we are now largely reliant on self-generated income, such as Council Tax, business rates, and fees and charges
- Overall cumulative reduction of around £430m since 2010, with a further £104m gap anticipated over the next three years
- Focus now is on demand pressures rather than grant cut
- Other Councils are now encountering serious difficulties – this isn't Sheffield (yet)
- We have a viable plan, but it relies on making rapid progress on a range of change programmes, including, critically, across health and care prevention and demand management...

Reminder: we are one system, but there are a set of imbalances

- **Higher rates of hospital admissions** than comparators and this is **rising faster** than our comparators
- People **spend too long in hospital** so they have **higher needs when they leave**
- **Increasing numbers of people being admitted** results in increasing number being discharged (and a rising demand for ASC services)
- **Changes in cohort of Looked After Children & increase in out of city placements** as we are unable to meet need locally at times of crisis
- **Benchmarking shows other health and systems elsewhere in the country are driving better use of resources.** The Sheffield system needs rebalancing so that it can make better use of resources too

SCC Financial position

A summary of our current budget gap is shown below

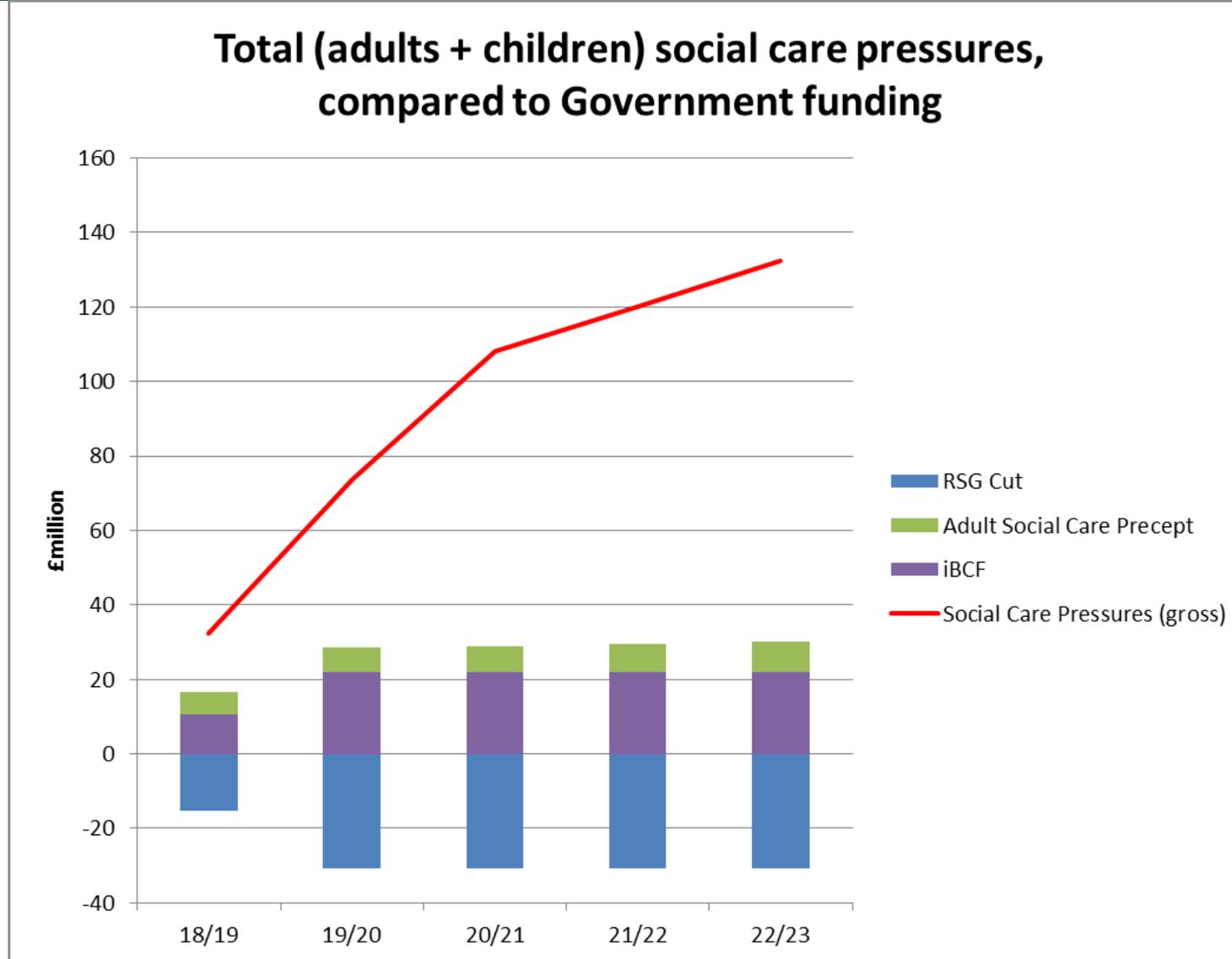
	19/20 £'m	20/21 £'m	21/22 £'m	22/23 £'m	Total £'m
Corporate Income increases (RSG, CT, BR & grants)	8.9	7.2	9.8	11.0	36.9
Corporate Expt increases	14.0	8.5	8.8	4.1	35.4
Service pressures	45.7	29.8	15.1	15.7	106.3
Budget gap	50.8	31.1	14.1	8.8	104.8
Identified mitigations to date	15.2	16.8	6.9	4.8	43.7
Total (net) Council gap	35.6	14.3	7.2	4.0	61.1

Service pressures 19/20 to 22/23

Service pressures for 19/20 to 22/23 break-down as follows:

Four-year position	Gross pressure £m	Identified mitigations £m	Net Gap £m
People – Adults	62.2	24.1	38.1
People - Children's	29.6	15.3	14.3
Place	10.2	3.0	7.2
Resources / PPC	4.2	1.2	3.0
Total Portfolio position	106.3	43.7	62.6
Corporate position	35.4	36.9	1.5
Total (net) Council gap	141.7	80.6	61.1

Social Care Pressures vs Government Funding



Breakdown of social care pressures

Adults’ pressures for 19/20 to 22/23 break-down into the following areas (mainly social care):

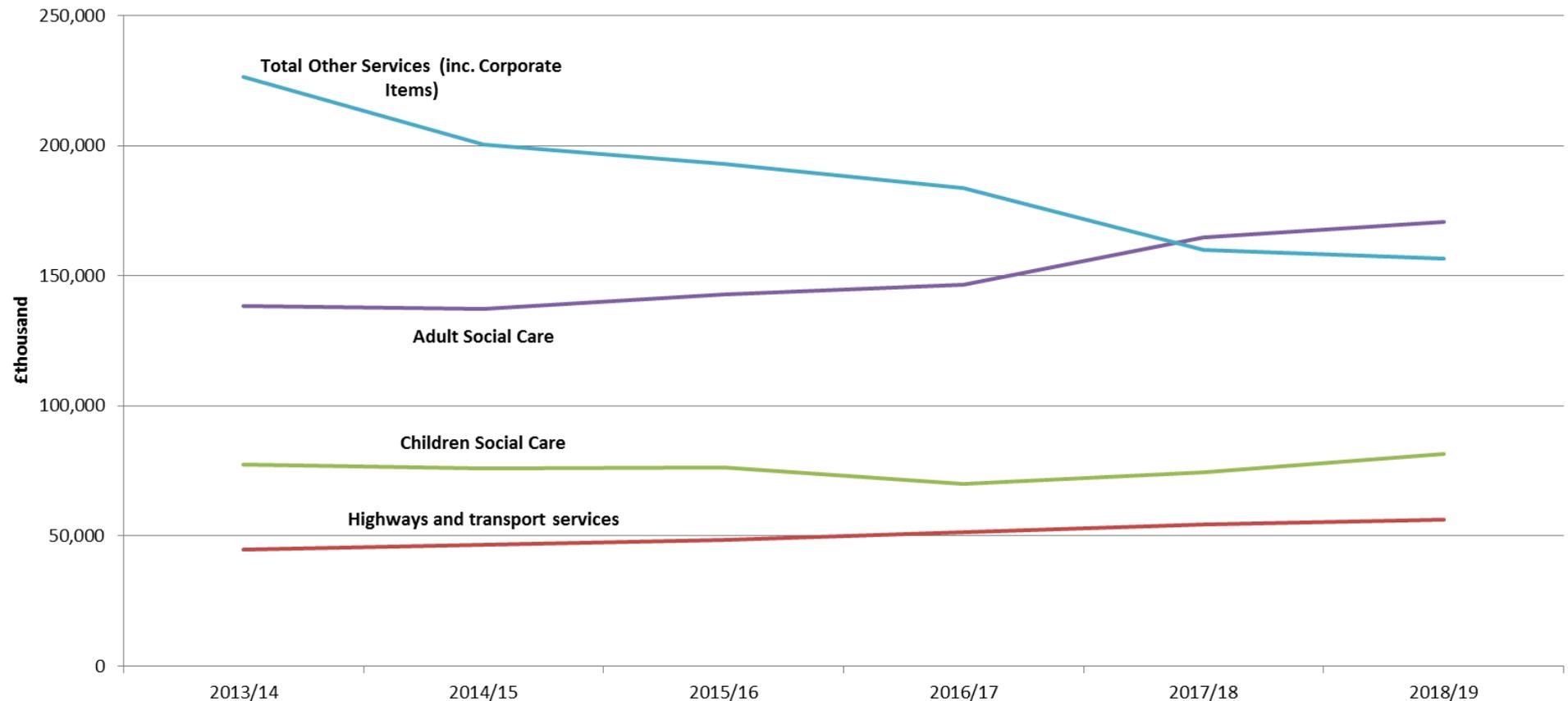
Area	Pressure 19/20 to 22/23 £'m
Older People	16.1
Learning Disabilities	12.3
Mental Health	2.5
Better Care Fund drop-out*	5.9
Non ASC (Libraries & Skills)	1.3
TOTAL ADULTS	38.1

*Assumption in our budget that this will be funded through jointly delivered integration savings. Currently £0 realised.

Social Care – pressures are increasing faster than budget increases

Analysis of net expenditure by area

This graph shows a time series of net expenditure excluding schools in £k. It illustrates the success the Council has had in protecting its Social Care budgets.



Social Care costs – growing overspends

The table below shows an analysis of social care costs and overspends (before corporate cash releases) since 2014/15. The actual support received from the NHS is also shown with a further breakdown in the table below.

Page 22

Year	Budget £'m	Outturn £'m	Overspend £'m	Memo – actual NHS contribution £'m
2014/15	213.1	214.3	1.2	10.2
2015/16	219.1	220.4	1.3	20.8
2016/17	216.7	229.6	12.9	20.1
2017/18	239.3	258.2	18.9	25.1
2018/19	252.4	266.1	13.7	22.7

In-year overspends have been met by one-off corporate support, to resolve the in-year position, which means the overspends have rolled into the following years.

Chancellor's Budget Update

- Possibly £7m: welcome but a further “one off” injection in 2019-20, not a long term funding solution
- Any additional money will be used to reduce our budget gap in 2019-20
- The £61m four year budget gap (£36m in 2019-20) identified above could be reduced by £17m by further draft savings
- In addition the current discussions with health are for around up to £13m linked to changes in joint commissioning (not agreed)
- So, even with this ask, plus the additional savings proposals our likely gap over 4 years is still £30m+ and £13m+ in 2019-20
- The extra money could reduce next year gap to £6m.
- That kind of number might be a sustainable use of reserves within a four year joint commissioning plan
- Without savings from joint commissioning – we would then be back up to a £19m gap for next year, which is not a sustainable position

Social Care costs – CCG Contributions

The table below shows the breakdown of the S75/256 payments from the CCG to the Council – it is worth noting that this does not include any individual client contributions paid for Health Care towards needs.

Year	S75/256 Children's £'m	S75/256 Adult's £'m	S75/256 BCF £'m	*Total £'m
2014/15	0.6	4.3	5.3	10.2
2015/16	0.4	8.0	12.4	20.8
2016/17	0.4	7.1	12.6	20.1
2017/18	0.3	7.2	17.6	25.1
2018/19	0.3	4.8	17.6	22.7

Social Care costs – Investments

SCC additional Investments since 2014 (£m)

	Adult Social Care only	Adult + Child Combined
Permanent Budget Uplift Since 2014	33.6	39.3
Additional One-off Funding to Meet in Year Overspends	23.7	48.0

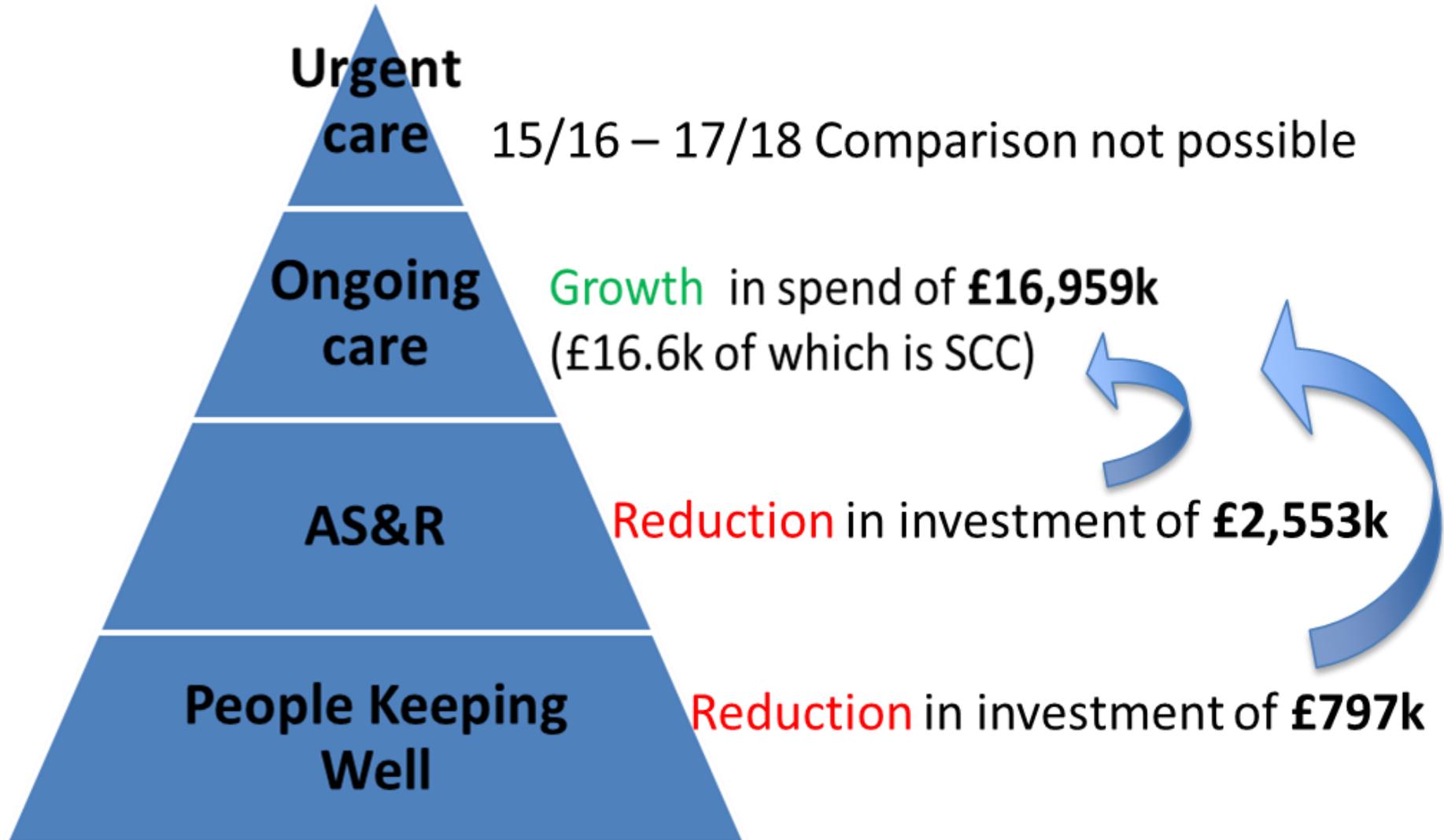
CCG additional Investments since 2014 (£m)

Budget Uplift Since 2014 *	12.5
Additional One-off Funding	0.0

* Assumes the additional £5m above the BCF award continues

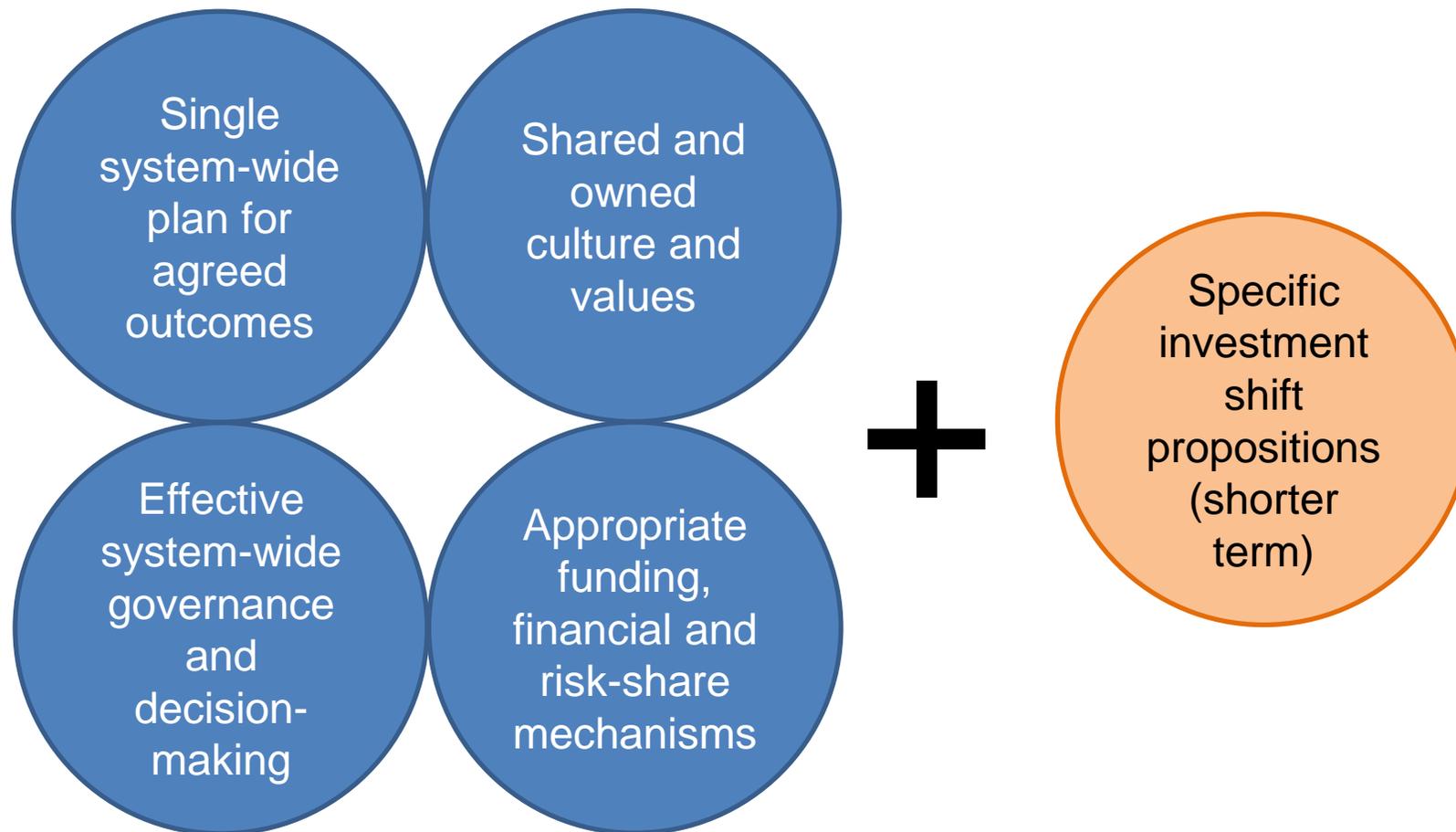
What does this mean in practice?

Page 26



Where next?

Page 27



Where next? Integrated Commissioning?



Single Commissioner Voice

Joint Committee – delegated authority that enables change

We will develop and deliver a single commissioning plan to manage demand more effectively across the system, ensuring a more positive experience for everyone involved in Health and Care across Sheffield.



Staff

We will develop and train our staff to give the best care possible

Workforce dev't plan by December:

- Engagement Plan
- Optimising our collective strengths: skills, experience and access to resource and intelligence.
- Working to the same Service Model



Money

Pooled Budget across priority areas that can target investment where it is needed

Specified NEL element to the Budget that invests in services on a risk share basis



Technology

We will explore opportunities to integrate IT systems to improve the flow of information between services

We will use the latest technology to empower you to live independently and give you the best health recovery possible.



Communication

We will work with our partners, stakeholders, staff and residents to continue to Shape Sheffield.

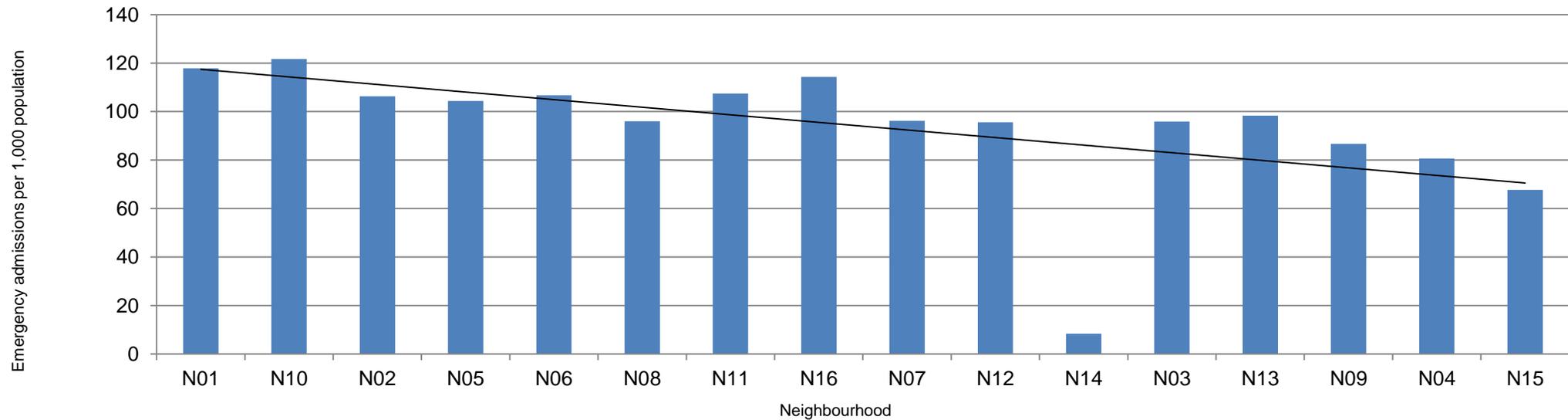
Communities and staff will be involved in the design, delivery and assurance of services so that everyone truly owns their health and care.

The case for change

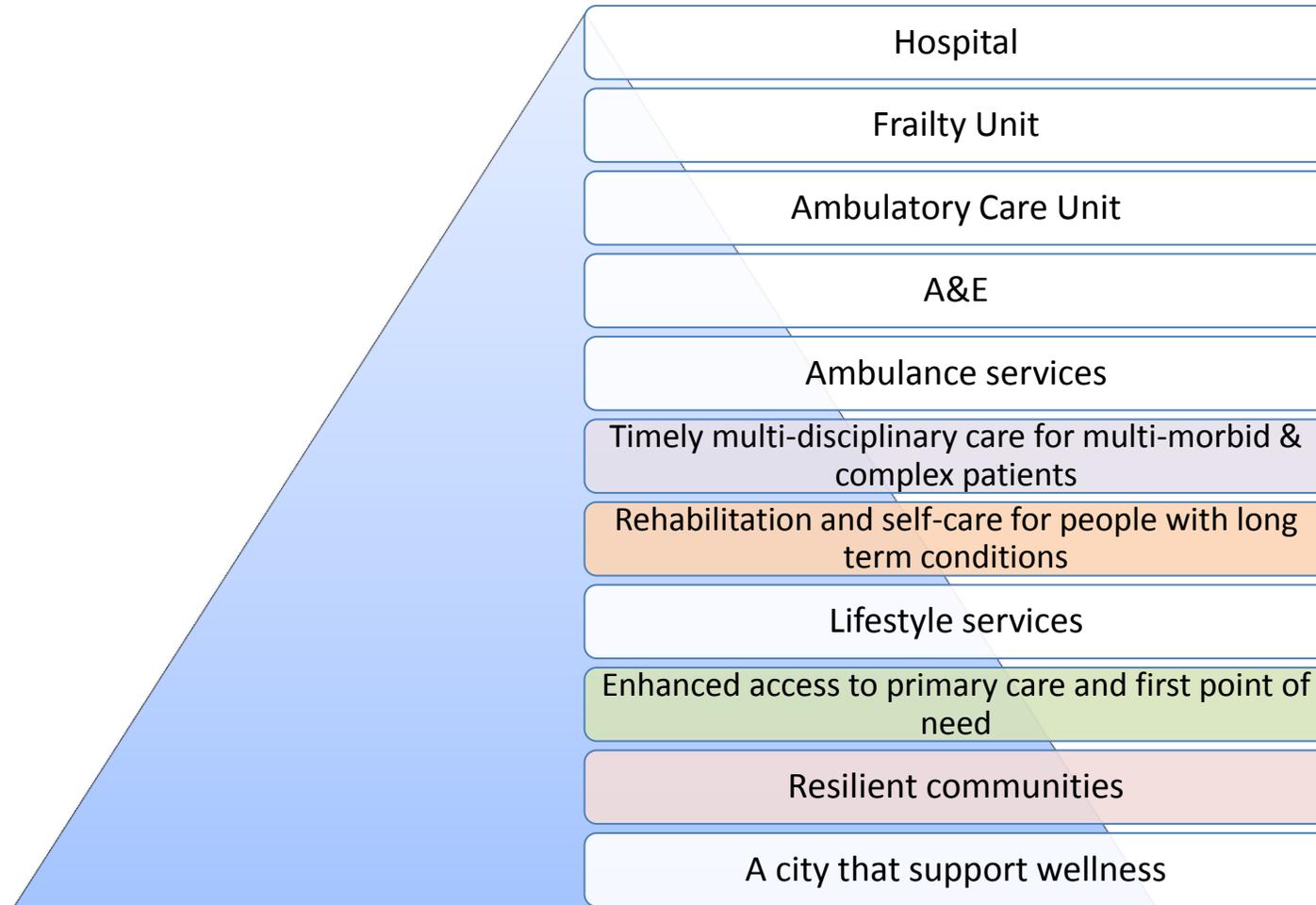
- **Why** – Sheffield is too dependant on hospital beds. This is often a poor way to meet people’s needs and is financially unsustainable. This affects our most deprived communities disproportionately.
- **What** we need to do differently - Prioritise out of hospital care, joining up primary and community care and putting proactive support in place well before people’s health deteriorates; a shift in resources towards prevention.
- **How** we will do it – a fundamentally different way of working across the system; listening to the voice of people and supporting our workforce and supported by a coherent, single commissioning voice.

Supporting localities and neighbourhoods to reduce avoidable emergency hospital admissions to the level experienced in less deprived practices could save 6,463 spells in hospital and £13,449,521

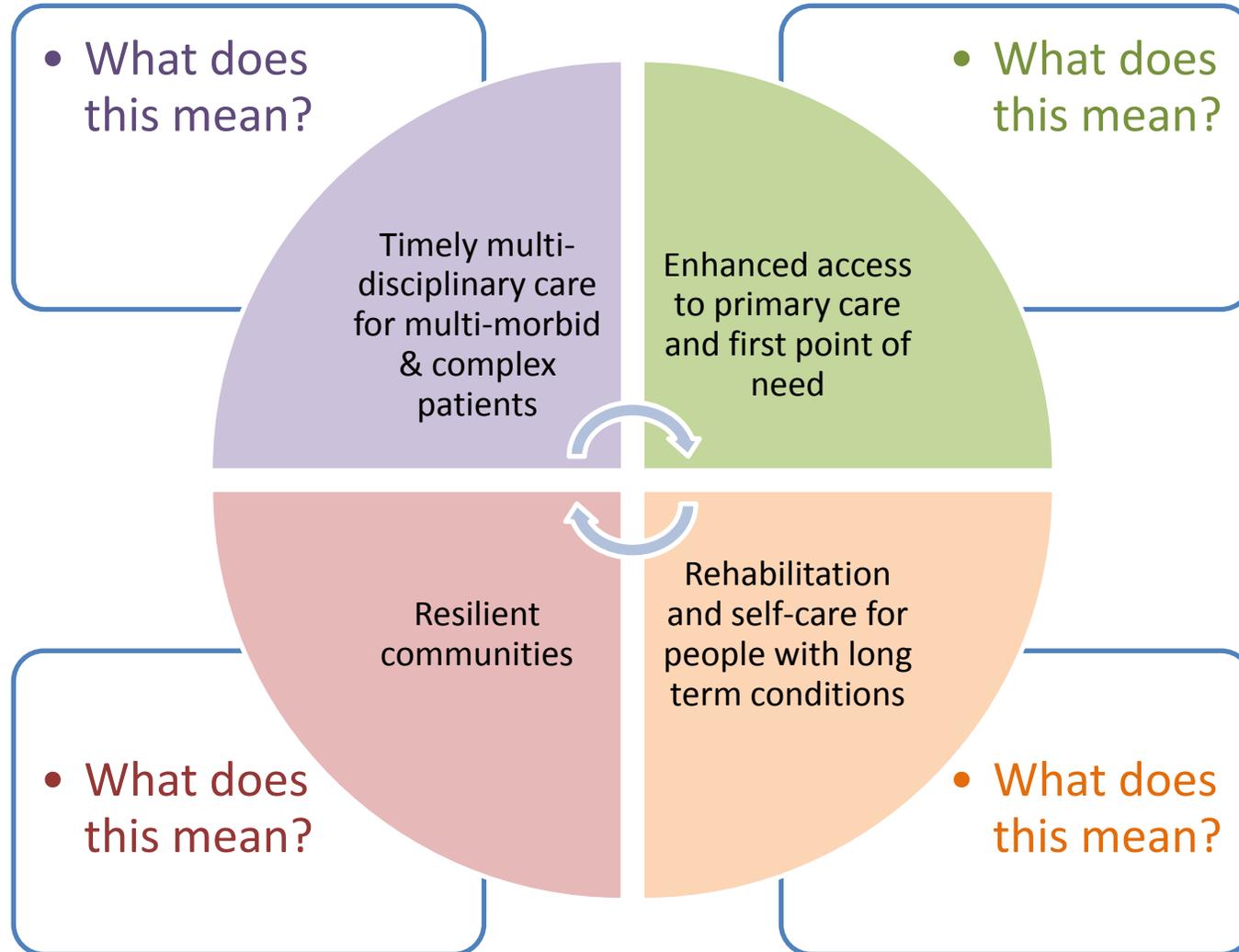
Emergency hospital admission rate for each neighbourhood ordered by deprivation status



A comprehensive approach to prevention



6,463 avoided emergency hospital admissions = £13,449,521



Principles:

- Interventions at all levels
- Comprehensive coverage
- Equitable
- Seamless connection between all levels
- Scale up effective interventions
- Learn from other areas of good practice

Any questions?

Social Care costs to date – Children’s



The table below shows an analysis of Children’s social care costs and overspends (before corporate cash releases) since 2014/15

Page 34

Year	Budget £'m	Outturn £'m	Overspend £'m
2014/15	75.8	75.0	(0.8)
2015/16	76.3	76.6	0.3
2016/17	70.0	76.3	6.3
2017/18	74.6	86.2	11.6
2018/19	81.6	89.1	7.5

Social Care costs to date - Adults

The table below shows an analysis of Adults social care costs and overspends (before corporate cash releases) since 2013/14

Page 35

Year	Budget £'m	Outturn £'m	Overspend £'m
2013/14	138.3	148.0	9.7
2014/15	137.3	139.3	2.0
2015/16	142.8	143.8	1.0
2016/17	146.6	153.2	6.6
2017/18	164.8	172.0	7.3
2018/19	170.8	177.7	6.9

This page is intentionally left blank



Report to Overview and Scrutiny Management Committee 15 November 2018

Report of: Director of Legal and Governance

Subject: The role of the Lord Mayor

Author of Report: Gillian Duckworth, Director of Legal & Governance

Summary:

Full Council has asked Scrutiny Committee to consider the profile of the role of Lord Mayor, the extent of the role (civic, elected, regional), is the Lord Mayor accessible to all and are the protocols fit for purpose.

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

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	x
Other	

The Scrutiny Committee is being asked to:

Consider what is a 21st Century Lord Mayor for Sheffield and report its findings back to Full Council.

Background Papers:

List any background documents (e.g. research studies, reports) used to write the report. Remember that by listing documents people could request a copy.

Category of Report: OPEN

Report of the Director of Legal & Governance

The role of the Lord Mayor

1 Introduction

1.1 There is clear distinction between the role of a civic mayor and a directly elected mayor and the legal basis for them. A civic mayor or chairman of a Council may carry out community and ceremonial activities and chair meetings, but they cannot make decisions about council business, whereas an elected mayor is responsible for the day-to-day running of local services.

1.2 The Lord Mayor of Sheffield (and the role that is the subject of this paper) is a civic mayor not an elected mayor. Sheffield City Region has a directly elected Mayor. Dan Jarvis was elected to that role in May 2018. It is necessary to distinguish the two roles clearly to avoid confusion.

1.3 There are functions of the Lord Mayor which are statutory and much of the role is embedded in tradition. Nevertheless, there are also some aspects of the role which could be reviewed and possibly done differently.

1.4 The report seeks to set out the history and the current practice relating to the role of the Lord Mayor in Sheffield to help the Scrutiny Committee consider the following issues and questions as part of its discussion:

- To enhance guidance available to the Lord Mayor, such as relates to protocol and precedence
- To consider how we might the enhance the extent to which the Lord Mayor is accessible to individuals and organisations in Sheffield
- Working with the media and social media to raise the profile of the Lord Mayor and their work with the community
- How the Lord Mayor might contribute to the promotion of the Council's corporate objectives
- Being a role model and playing a part in promoting democracy and participation and public involvement in Council activities which reflects the diverse communities within our city.
- Promoting the city and being an ambassador in relation to partnerships, tourism, business and international relationships
- Look at criteria for 'quality' engagements and priorities and the balance of engagements (ceremonial/traditional and community/other)
- How does the office of Lord Mayor integrate with and compliment the

Council as an organisation.

- Is the process of deciding the forthcoming Lord Mayors still fit for purpose
- Make improvements to training and induction, so there is a more systematic programme that each Deputy Lord Mayor would follow in the year, prior to their installation as Lord Mayor.
- Planning the year ahead and understanding what the incoming Lord Mayor's priorities will be

2 History

2.1 Sheffield had its first Council formed following an Act of Incorporation on 31 August 1843. The Council then comprised 56 members with William Jeffcock as the first Mayor of Sheffield.

2.2 In 1893 the style and title of City was given by Royal Charter. The building of the present Town Hall was started in 1891 and opened by Queen Victoria on 21 May 1897. By Royal 'Grant of the Title' dated 12 July 1897, the title and dignity of Lord Mayor was conferred on the Chief Magistrate of the City, the Duke of Norfolk.

2.3 In the past, the office of Mayor or Lord Mayor had very considerable authority, and carried with it executive powers over the finances and affairs of the Corporation. The Mayor carried out many of the duties later attached to the office of Town Clerk, and as well as presiding over the meetings of the Corporation, the Mayor or Lord Mayor also presided over the Bench of Magistrates as Chief Magistrate of the Borough Court.

3 Chairman of Full Council

3.1 The Local Government Act 1972 requires principal councils to appoint a chairman, who must be a member of the Council but not a member of the Council's executive. The Lord Mayor as First Citizen of the district is elected by the Council each year, at its Annual Meeting as the chairman. The term of office is for one year and during their term of office they continue to be a member of the Council.

3.2 The Lord Mayor as chairman has precedence in the district, but not so as prejudicially to affect Her Majesty's royal prerogative.

3.3 A principal council may pay the mayor ('the chairman') for the purpose of enabling them to meet the expenses of office such allowance as it thinks reasonable.

3.4 The main duty of the mayor as chairman is to preside over meetings of the Council.

3.5 The mayor is also the Returning Officer for UK Parliamentary Elections in a

borough constituency contained in a district. This is largely a ceremonial position with most duties being discharged by the (Acting) Returning Officer who is normally a senior officer of the local authority.

4 The role of the Lord Mayor

4.1 The role and function of the Lord Mayor is set out in Article 5 of the Council's Constitution (see Appendix 1). This sets out the Lord Mayor's role as the 'First Citizen'.

4.2 The political groups on the Council have agreed to operate a points system and protocol for determining which political group on the Council nominates the next Deputy Lord Mayor. The system, which is based on political composition of the Council, has been operating since 2002. The basis of the system is the awarding, on 1st January each year, of 84 points (the number of Members of the Council), with each political group receiving one point per Member of the group at that date. These newly allocated points are added to each group's balance carried forward from the previous year. Following the addition of these new points, the group with the highest number of points shall nominate the Deputy Lord Mayor for the next municipal year, and 84 points will be deducted from that group's total. Each group's points balance will then be carried over to the next year.

4.3 The election of the Lord Mayor and appointment of a Deputy is a function of Full Council. Once appointed, they can only be removed from office if they were disqualified as a councillor.

4.4 The Deputy Lord Mayor undertakes a range of engagements during the year to enable them to learn more about the job of being Lord Mayor and to plan their own year in office and consider their own priorities for the year.

4.5 Guidance is provided to each Lord Mayor as a point of reference. This is used as part of the induction for the Lord Mayor and Deputy Lord Mayor. A copy is appended to this report at Appendix 2. It covers various subjects, including:

- Team roles
- Appropriate Dress and Insignia
- Chairing the Council Meeting
- Badges of office
- Charity Fund
- Deputy Lord Mayor
- Major annual events and Ceremonial Occasions
- Precedence
- Honorary Offices
- Links with the Services
- History and features of the Town Hall

4.6 Each Lord Mayor and Deputy is also provided with an induction on the chairing of Full Council meetings and the various procedure rules which govern the way in which the meeting is run.

4.7 In summary, the Lord Mayor might perform functions in the following

categories, which are currently considered to be essential to the role:

- Act as First Citizen
- Lead the community and community engagement and participation
- Preside over civic functions
- Attend a range of engagements
- Promotion of place and support corporate objectives and partnerships
- Help fundraising
- Observe civic protocols
- Personal choice

4.8 It is important to successive Lord Mayors that they are given a certain amount of freedom to stamp their own identity onto the role of Lord Mayor, therefore the protocols and guidance help to steer the path and are explicit on essential requirements of the role but a degree of flexibility has always been adopted to allow the role to be personalised. For example, the Lord Mayor may choose their own charities and decide how to fundraise. They can choose how to spend the allocated budget not reserved for essential functions (although this is a very limited sum and therefore, in reality does not afford much discretion). They can choose which community events to attend.

5. **Financial implications**

5.1 To provide some context, the budget for the activities of the Lord Mayor in 2018/19 is £58K. Reductions to the budget available to the Lord Mayor have been made over time to reflect the changing financial circumstances of the Council. The resource and budget implications of any proposed changes would need to be considered as part of the Council's overall budget and would be part of the business planning process.

5.2 This activity budget includes transport (vehicle and Chauffeurs), hospitality provided by the Lord Mayor for receptions and functions, the annual allowances paid to the Lord Mayor and Deputy Lord Mayor and the expenses of running the Lord Mayor's office, such as cleaning and repairs to clothing and equipment, materials, printing and stationery. The activity budget does not include the cost of employees working in the Lord Mayor's team.

6. **Legal implications**

6.1 There is no legal requirement for the Local Authority to appoint a Lord mayor. It is an honour bestowed on the City by the Queen that originated in a time when freedoms for cities held greater importance than they currently do.

There are specific functions outlined in the Local Government Acts and Representation of the People Acts that may be carried out by a mayor or lord mayor

7 **Equality of Opportunity Implications**

- 7.1 The Equality Act came into force from October 2010 providing a modern, single legal framework with clear law to better tackle disadvantage and discrimination. The Act includes the public sector equality duty, which is set out in section 149.
- 7.2 The Equality Act covers those with 'relevant protected characteristics', these are age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. Everyone has at least one protected characteristic, so the act protects everyone.
- 7.3 The public sector equality duty covers councils and other public sector organisations. In summary, those subject to the “general equality duty” must have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimisation
 - Advance equality of opportunity between different groups
 - Foster good relations between different groups
- 7.4 As first Citizen, the Lord Mayor is a potential role model and has an important role to play in promoting diversity in the City. The Lord Mayor is also expected to “promote public involvement in the Council’s activities” and to attend civic and ceremonial functions as deemed appropriate.
- 7.5 The role can therefore potentially contribute to the councils statutory duties in terms of equalities, in particular the need to “foster good relations” between different groups.
- 7.6 The committee is asked to consider how we might promote awareness and fair access to the Lord Mayor for individuals and organisations. And how the role can promote public involvement in council activities which reflects the diverse communities within our city.

8. What does this mean for the people of Sheffield?

- 8.1 The office of Lord Mayor is an asset for Sheffield and we want to make sure that it works for the benefit of and on behalf of the City and its citizens. This report asks the Committee to look at the role of Lord Mayor and to consider any changes which would help support them as first citizen and ambassador for the City.

9. Recommendation

- 9.1 The Scrutiny Committee is asked to consider and report back to Full Council on:
- the operation of the current role and discussion points in this report
 - whether any changes should be made to the protocols, guidance or practice
- .

The Council's Constitution

Article 5 – Chairing the Council

5.01 Role and Function of the Lord Mayor

The Lord Mayor and Deputy Lord Mayor will be elected by the Council annually at its Annual Meeting. The Lord Mayor and in his or her absence, the Deputy Lord Mayor, will have the roles and functions set out below.

5.02 Ceremonial Role

The Lord Mayor will act as the City's First Citizen and will discharge ceremonial duties on behalf of the Council so as to:

- (a) uphold and promote the purposes of the Constitution, and interpret the Constitution when necessary;
- (b) promote public involvement in the Council's activities;
- (c) be the conscience of the Council and Councillors; and
- (d) attend such civic and ceremonial functions as the Council and he/she determines appropriate.

5.03 Chairing the Council Meeting

The Lord Mayor (or in his or her absence the Deputy Lord Mayor) will chair meetings of the Council, so as to:

- (a) uphold and promote the purposes of the Constitution, and interpret the Constitution when necessary;
- (b) ensure its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community; and
- (c) ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Councillors who are not on the Executive are able to hold the Executive to account.



Notes of Guidance
for the Lord Mayor

This guide has been compiled in answer to some of the queries raised by previous Lord Mayors, to enable incoming Lord Mayors to be fully briefed on their duties, functions and entitlements before they take office.

The Office of the Lord Mayor

The word “mayor” derives from the comparative “major” of the Latin word “magnus” meaning “great”. The first English Mayor was the Mayor of London, appointed in 1189 by Richard I.

In the olden days the Office of Mayor had very considerable authority, and carried with it executive powers over the finances and affairs of the Corporation. The Mayor carried out many of the duties later attached to the office of Town Clerk, and as well as presiding over the meetings of the Corporation, the Mayor also presided over the Bench of Magistrates as Chief Magistrate of the Borough Court.

The Lord Mayor’s position is laid down by the Local Government Act 1972. This requires:

- that they shall be elected annually by the Council from among the Councillors
- the term of office is for one year
- during their term of office they shall continue to be a member of the Council
- the Lord Mayor shall have precedence in all places in the district, but not so as to prejudicially affect Her Majesty’s Royal prerogative
- the Council may pay to the Lord Mayor for the purpose of enabling them to meet the expenses of office such allowance as they think reasonable.

The following Lord Mayors are entitled to be called “The Right Honourable” -

- London
- Bristol
- York
- Cardiff

All other cities or boroughs that have been granted the dignity of a Lord Mayor are entitled to the term “The Right Worshipful”. These are –

Armagh	Coventry	Manchester	Portsmouth
Belfast	Exeter	Newcastle-upon-Tyne	Sheffield
Birmingham	Kingston-Upon-Hull	Norwich	Stoke-on-Trent
Bradford	Leeds	Nottingham	Swansea
Canterbury	Leicester	Oxford	Westminster
Chester	Liverpool	Plymouth	

Lord Mayor's Team

XXXXXX, Head of Democratic Services (Executive & Mayoral) will arrange to meet regularly with the Lord Mayor and periodically with the Deputy.

XXXXXXX is the Civic Manager has a range of duties including budget management, events etc

XXXXXX is the Lord Mayor's Secretary she works Thursdays and Fridays and alternate Wednesdays, weekly meetings will be set up where possible to go through invites, diary and any issues.

XXXXXXXXX provides support to the Lord Mayor's office during Helen's non-working days.

XXXXXXX is the Lord Mayor's Macebearer. The engagements she covers are allocated to her by the office on a weekly basis she works up to 18hrs a week.

XXXXXX is based in the member's support hub and provides support to both Kate and Helen when required.

The Lord Mayor's chauffeur team consist of XXXXXXXXXXXX, they are all under the control of Central Transport and all bookings for the Chauffeur must come through the Lord Mayor's Office.

Lord Mayor's Secretariat

The Secretariat is responsible for the day-to-day organisation and control of the Lord Mayor's Office, compiling the Lord Mayor's programme of engagements in consultation with the Lord Mayor and liaising with the organisers of events and making arrangements for each occasion as appropriate. XXXX and XXXX will consult with the Lord Mayor at a scheduled weekly meeting and will consult with the Deputy Lord Mayor at regular intervals.

They advise the Lord Mayor and carry out the detailed organisation of Civic Functions (compiling guest lists, despatching invitations, checking replies, arranging the hospitality, the venue, floral decorations, table plans, menu cards, seating arrangements etc.) including liaising with all relevant internal and external personnel, and supervising the proceedings for these events.

The civic manager keeps a register of Civic Functions and their estimated costs are kept and the budget is constantly monitored and the list up-dated monthly to include new events.

Donations received for the Lord Mayor's Charity Fund are processed and recorded by the civic manager

The Secretariat only liaise with the Council's Media Team on matters relating to the publicity of Lord Mayor's engagements, and advise the public on matters of protocol and civic ceremonial as appropriate.

All Mayoral correspondence is dealt with and replied to by the Secretariat on behalf of the Lord Mayor. As custodians of the Lord Mayor's office it is imperative that all invitations/engagements come through the Lord Mayor's Office.

Macebearer/Attendant and Chauffeurs

The Macebearer, XXXXX covers those Mayoral events when the mace is carried as well as Civic Receptions. However, she also covers most internal events which are held in the Town Hall and its locality. Recently with the reduction in budget, Lord Mayors' have been making their own way into the Town Hall for engagements that do not necessitate the use of a car and chauffeur.

The Lord Mayor's chauffeur will accompany the Lord Mayor/Deputy to external engagements.

The Civic Car and Chauffeur are provided for use by the Lord Mayor/Lady Mayoress/Consort (and their Deputies) when undertaking official Mayoral engagements as shown on the Civic Engagements Sheet. The Civic Car and Chauffeur are not available for personal use, for family and friends, or for use as a Ward Councillor.

By arrangement, the Mayoral car will collect the Lord Mayor and Lady Mayoress/Consort and take them to the event, and the Chauffeur/Attendant will bring the appropriate insignia (chain/robes) to be worn. The Chauffeur will advise on the suitability of times of departure and arrival and will have full knowledge of the location of outside events. The Chauffeur will ensure that the Lord Mayor and Lady Mayoress/Consort are equipped with any relevant information such as programmes and hymn sheets, and will ensure that the Lord Mayor and Lady Mayoress/Consort are properly received on arrival by introducing the Lord Mayor to whoever is the host of each event. The Chauffeur will remain on hand to be available if required to assist the Lord Mayor and Lady Mayoress/Consort until the end of the function.

Diary Sheets

Weekly diary sheets are produced, the first is private and contains all the relevant information on pick up points, dress and insignia etc, this is circulated amongst the Lord Mayor's Team including the Lord Mayor and Deputy Lord Mayor. The second diary sheet has limited information and circulated widely by the Secretariat, which summarises information about all official events to be attended by the Lord Mayor and Deputy Lord Mayor –

- the time of the event
- the appropriate dress
- the appropriate insignia
- whether or not the Lady Mayoress/Consort is involved
- the venue
- a brief description of the event
- details of participation required - making a speech, unveiling plaques etc.

The Deputy Lord Mayor's events are highlighted in yellow on the internal sheet to avoid duplications.

Copies are issued to everyone connected with the workings of the Lord Mayor's Office and also to the local media for information. There are also copies on display in the Town Hall Foyer and the Council's website.

Diary File

A diary file is produced weekly (a week in advance) for the Lord which has more detailed information about the events.

The file includes copies of the diary sheets together with appropriate copies of correspondence, forms, background notes and booklets etc. If the Lord Mayor is not in the Town Hall when the file ready then it will be left on the safe for the Chauffeur to bring to you at your next engagement.

Especially for events where the Lord Mayor is required to make a speech, background information is either obtained from the organisation concerned or extracted from the Lord Mayor's Archive system or the Internet.

We have a yearly bring up file in the Lord Mayor's office and electronic files are accessible through the Lord Mayor's diary on Outlook, each event will have all relevant information attached to it and is available at all times.

Appropriate Dress and Insignia

Guidance is given on the diary sheet as to the appropriate dress and insignia to be worn at all events.

Male Lord Mayors/Consorts will need lounge suits on a daily basis and dinner jackets are worn frequently. Morning dress (top hat and tails) and evening dress (white tie and tails) also need to be hired occasionally for a few events such as the Cutlers' Feast, it is the Lord Mayor's responsibility to organise this service.

Female Lord Mayors/Lady Mayoresses need day dresses and suits for every-day wear and hats are worn at many events. Long or short evening dresses are generally worn at evening functions but occasionally more formal ball gowns are worn at events such as the Cutlers' Feast or Forfeit Feast.

The Lord Mayor's Robe is worn at formal ceremonies or processions such as the Lord Mayor's Installation, Civic Sunday, Remembrance Day, University Degree Congregations, reading of the Letters Patent at the Court House, etc.

The Chain of Office is worn at most events particularly where the Lord Mayor is in high profile such as performing an opening, touring premises, receiving visiting dignitaries, etc.

The Badge of Office is worn at more low-key events and is more practical for wearing on occasions such as sit-down meals, dances, lectures, theatre visits, concerts, etc.

The Lord Mayor should not accept an invitation to attend a function, in an official capacity, in another Borough without the consent of the Mayor of that Borough. Even with consent they should not wear robes and/or the Chain or Badge of Office unless given permission to do so by the Mayor of the Borough they are visiting. In this instance, someone in the Lord Mayor's office will contact the Mayor's office of the Borough to gain permission. This is also the case should a Mayor from a different city attend a function in Sheffield.

Chairing the Council Meeting

The role of a Civic Mayor includes acting as chair of meetings of full Council. Article 5 of the Council's Constitution states that the Lord Mayor (or in his or her absence the Deputy Lord Mayor) will chair meetings of the Council, "... so as to:

- (a) uphold and promote the purposes of the Constitution, and interpret the Constitution when necessary;
- (b) ensure its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community; and
- (c) ensure that the Council meeting is a forum for the debate of matters of concern to the local community and the place at which Councillors who are not on the Executive are able to hold the Executive to account."

As Chair of Council, the Lord Mayor must remain impartial to help to ensure the proper conduct of meetings in accordance with the law and the Council's own procedural rules. They are advised by the Chief Executive, the Director of Legal & Governance and the Head of Democratic Services. The Council's constitution sets out procedures and rules of debate at Council Meetings.

As the Chair of a Council meeting, the Lord Mayor has a second or casting vote (as a person presiding over a meeting does under the Local Government Act 1972 schedule 12 part VI 39 (2)) . Case law does not place a restriction on how the chair chooses to exercise their casting vote but, how they do must be his or her decision. If the chair chooses not to use their casting vote, then the motion before the meeting will be lost.

During their term of office, the Lord Mayor is expected to remain politically impartial and in this they should be supported by political colleagues respecting their neutrality, enabling the office of Lord Mayor to be seen as 'above politics'.

Expenses of Office

Section 3(5) of the Local Government Act 1972 provides that “a principal Council may pay the Chair (the Lord Mayor is the Chair) for the purpose of enabling them to meet the expenses of office such allowance as the Council thinks reasonable”.

Section 5(4) of the same Act contains precisely the same provision enabling a principal Council to pay an allowance to the Deputy Chair (the Deputy Lord Mayor is the Deputy Chair).

The Allowance is a reimbursement of personal expenditure of the Lord Mayor and Lady Mayoress/Consort in carrying out their Mayoral duties. A record of expenditure is kept so that this can be made available if requested.

The Lord Mayor's and Deputy's allowance payments are made free of tax but the Inland Revenue is informed each year of the new Lord Mayor and Deputy. The Inspector has historically said that payments may continue to be paid without tax but “it would be helpful if individuals could be advised that the Inland Revenue may well examine their returns in detail on completion of their term of office”.

It is generally used to meet the cost of buying and hiring clothes, and it is a personal decision as to the type and quantities required. The money is also to cover personal, incidental expenses incurred when attending events, such as buying raffle tickets, attending 'bring and buy' sales, etc.

Budget

The Lord Mayor has an annual budget of £ ***** specifically for events, hospitality, chauffeurs, clothing allowance and gifts.

A register of Civic Functions and their estimated costs is kept and the total amount of these is deducted from the overall amount available for hospitality. The budget is constantly monitored and the list is up-dated monthly to include new events, and the unallocated amount is gradually decreased throughout the year as new functions are planned and the estimated costs subtracted from the total hospitality budget.

The Lord Mayor's office has a key role in monitoring and managing the Hospitality Budget and prioritising expenditure within it. The degree of hospitality afforded is decided on an individual basis.

XXXX and XXXXX will regularly meet up with the Lord Mayor to give updates on the budget.

Charity Fund

Charitable donations are given to the Lord Mayor from various individuals and organisations throughout the year, including the coins thrown into the water features in the Winter Garden and outside the City Hall. These monies are controlled by the Lord Mayor's Office acknowledging donations, banking the money and keeping appropriate records.

Lord Mayors usually announce the charity or charities they will be supporting during their year of office at their Installation Ceremony and the money collected in the fund is disbursed at the end of the Mayoral year.

It is the responsibility of the Lord Mayor to ask Council colleagues, friends and/or family members to form a Charity Committee to meet regularly and take on the organisation of charity fund-raising events in consultation with the Lord Mayor's office. The Lord Mayor's Secretariat is only able to provide advice and circulate information provided by the charity committee but is not to partake in the organisation of charity fundraising.

THE DEPUTY LORD MAYOR

When acting for the Lord Mayor, The Deputy Lord Mayor should be accorded the same precedence as that which is accorded to the Lord Mayor.

Deputy Lord Mayor's occasionally receive invitations in their own right. All invitations must be issued to the Lord Mayor who will decide whether it is appropriate for there to be a Civic presence.

The Lord Mayor's Secretariat will give advice and support to the Deputy Lord Mayor throughout the year. Arrangements are made for the Deputy to observe the Lord Mayor carrying out Civic Receptions, British Citizenship Ceremonies and major Annual Events and there will be first-hand experience of carrying out engagements on behalf of the Lord Mayor, on occasion you may be requested to step in and cover a British Citizenship Ceremony.

It could be useful for the Deputy Lord Mayor to consider attending other events in the Lord Mayor's programme as an observer to become familiar with the expectations of the role.

It is also helpful for the Deputy Lord Mayor to consider –

- whether to set a theme for their Mayoral year to focus on a particular aspect such as young people, the environment, health, the elderly, voluntary sector, businesses, etc.
- the appointment of a Lord Mayor's Chaplain
- the purchase of appropriate clothing
- which charity or charities to support
- setting up a Charity Committee with willing volunteers to arrange and carry out fund-raising events
- any dates when it might not be possible to carry out Civic engagements due to holidays, special family occasions or pre-existing medical conditions
- what to include in their acceptance speech at the Installation Ceremony
- providing biographical notes to be issued to hosts and event organisers

Deputy Lord Mayor's Badge

On 11th March 1960, a letter was submitted to the Lord Mayor's Advisory Committee from Alderman Oliver S Holmes expressing his wish to make a small commemorative gift to the Corporation to mark the honour which the Council had conferred upon him by electing him Lord Mayor of the City during the year 1953-54.

After consultation it was provisionally agreed that a Badge for the exclusive use of the Deputy Lord Mayor would be appropriate for this purpose.

The Badge would be made by Sheffield craftsmen and it was proposed to invite Sheffield silversmith firms to submit designs and estimates for consideration and final selection by Alderman Holmes.

The design finally chosen was a hoop-shaped Badge, made in 9-carat gold with pierced and shaped serrations. The enamelled Arms of the City of Sheffield are in the centre, surmounted by a visor and supported by cast figures of Thor and Vulcan. Below is the enamelled white rose of Yorkshire. The Badge weighs 4 oz and is inscribed with the words "Deputy Lord Mayor" and the City motto.

Deputy Lady Mayoress' Badge

The Council purchased a Deputy Lady Mayoress' Badge in 1978. The Badge was made of 18-carat gold and incorporated the white Yorkshire rose and the Sheffield Shield enamelled in blue and green. The crest was reduced to the lion only and the badge was engraved with the words "Deputy Lady Mayoress" and also the City motto.

The present Deputy Lady Mayoress' Badge was purchased by the Council in 1989 at a cost of £2,250 following the theft of the original badge, which was unfortunately never recovered. It is of 18-carat gold and is a reproduction of the original design.

The Lord Mayor's Chaplain

The Lord Mayor's Chaplain is appointed by the Lord Mayor and, whilst it is customary for Lord Mayors to appoint their local parish priest, there have been occasions when this has not been the case. In practice the Lord Mayor may choose an appropriate representative to act as his/her Chaplain.

The Chaplain's role has traditionally been to offer spiritual and religious guidance to the Lord Mayor and represents the historical connection between the church and the city, and this role could be carried out by a representative of any faith if the Lord Mayor chose to appoint a Chaplain from a faith other than Christianity.

The Lord Mayor officially appoints the Chaplain at the Lord Mayor's Installation Ceremony and presents them with their badge of office, which they retain for the year.

The Chaplain's duties are minimal and they are only usually required to act in an important capacity on Civic Sunday, when they will take part in the Service, and on Remembrance Day and Holocaust Memorial Day, when they will conduct the Services. Other than this, they are normally invited to attend functions at the Town Hall and, where appropriate, will say Grace.

The Lord Mayor usually attends "in state" (robed) at the Lord Mayor's Chaplain's Church for morning service towards the end of their year of office, and the Lord Mayor reads the first lesson.

Badge of Office

On 20th May 1963, the then Lord Mayor (Alderman P C J T Kirkman) presented to the City Council an official Badge for the exclusive use of the Lord Mayor's Chaplain.

The Badge is an oval insignia of the Arms of the City cast in 9-carat gold, enamelled and surmounted by a cross and open testament. It is inscribed "Lord Mayor's Chaplain".

Civic Receptions

All arrangements for Civic Functions that the Lord Mayor chooses to host are made by the Lord Mayor's Office - compiling guest lists, issuing invitations, ordering hospitality, arranging menus, seating plans etc.

The Lord Mayor will, as a matter of course, receive the guests and preside at Civic functions.

The usual format for most Receptions is for the Lord Mayor to greet guests on arrival and to offer them a drink. When everyone is assembled the Lord Mayor will say a few words of welcome, to which someone will generally respond, and then the food will be served and everyone can then circulate and socialise.

Main Annual Events

Lord Mayor's Installation

The Annual Meeting of the City Council, at which the Lord Mayor is installed, is held on the third Wednesday in May.

At the start of the meeting, the retiring Lord Mayor, wearing the Robe, takes the chair and calls upon the City Council to move that the incoming Lord Mayor and Lady Mayoress/Consort be elected to the Office for the ensuing year.

Both the retiring and incoming Lord Mayors and Lady Mayoresses/Consorts then leave the Council Chamber and the newly elected Lord Mayor returns wearing the Robe, takes the declaration before the Chief Executive and addresses the Council.

A Vote of Thanks is moved to the retiring Lord Mayor and Lady Mayoress/Consort.

They are each presented with the Badge to commemorate their year of office, and they both respond.

A lunch is then held in the Reception Suite, after which the Council Meeting continues for the appointment of Cabinet and Board Members.

The Council Chamber is limited to a capacity of 200 people and a standard guest list of dignitaries has been compiled. The incoming Lord Mayor has an allocation of 40 guests and the outgoing Lord Mayor has an allocation of 10 guests. The Public Gallery is in use for the general public, but seats can be used for extra invited guests if necessary.

The Ceremony itself follows a standard procedure, but in the evening the Lord Mayor is able to host an event of his/her choice for family, friends and personal guests, which can either be a small dinner party or a larger reception depending upon the number of guests to be accommodated and the budget available.

Civic Service

The Civic Service and Reception is held on the first or second Saturday/Sunday following the Lord Mayor's Installation.

This is the opportunity to introduce the newly installed Lord Mayor and Lady Mayoress/Consort to organisations within the city who themselves may choose to invite the Lord Mayor to their own events.

The Dean of Sheffield will liaise with the Lord Mayor and the Lord Mayor's Chaplain to decide upon the appropriate content of the Order of Service, although this is largely dependent upon the Church Calendar.

Most guests are invited to go directly to the Cathedral and take their seats. Those involved in the procession assemble in a separate room and process in the following order –

- Sheffield Hallam University
- The University of Sheffield
- Other local Mayors and Mayoresses
- The Cutlers' Company
- The High Sheriff
- The Honorary Recorder
- The Lord Mayor's Chaplain
- The Lord Mayor and Lady Mayoress/Consort
- The Lord-Lieutenant of South Yorkshire

Following the Service, guests are invited back to the Town Hall to meet the new Lord Mayor and Lady Mayoress/Consort over light refreshments.

This is assuming that the Cathedral is the most appropriate venue for the new Lord Mayor.

Armed Forces' and Veterans' Day

Armed Forces' and Veterans' Day, celebrated on 27 June in the United Kingdom, is to commemorate the service of men and women in the British Armed Forces. Veterans' Day was first observed in 2006, and it was changed to Armed Forces' and Veterans' Day in 2009.

It is celebrated in Sheffield on the Saturday nearest to 27 June to allow veterans to attend the national celebration held on that day should they wish to do so.

The day is marked by a Parade of veterans through the city centre. The Lord Mayor takes the salute outside the Town Hall and then moves into the Peace Gardens, where to Parade assembles, to give a speech. This is followed by a Civic Reception in the Town Hall.

Remembrance Sunday

This Service is held on the Sunday nearest to 11th November, Armistice Day.

The military parade is organised by the Armed Forces and the civil side is organised by the Lord Mayor's Office.

Invited guests join the Lord Mayor in the City Hall and walk in procession to the pavement opposite the War Memorial.

As the Town Hall clock strikes 11.00am, buglers will sound "The Last Post". Silence will be kept for two minutes then the buglers will sound "The Reveille".

The Lord-Lieutenant, Lord Mayor, Master Cutler, High Sheriff, Leader of the Council, Officers of the Services and Representatives of the Ex-Services and other Organisations on Parade will lay wreaths on the War Memorial and the Lord Mayor's Chaplain will then conduct the Service as set out in the national Order of Service.

At the end of the Service, the Parade will march off past, and salute, the War Memorial. The Civic Party then returns to the City Hall where refreshments are served.

The Lord Mayor usually attends a buffet lunch organised by the 212 Field Hospital at Endcliffe Hall. The Lord Mayor is approached each year by the Regiment with a request to jointly pay for the lunch.

Holocaust Memorial Day

Holocaust Memorial Day is commemorated internationally on 27 January each year.

This date was chosen as it is the anniversary of the day in 1945 on which the Soviet Army liberated the largest Nazi concentration camp – Auschwitz-Birkenau.

In Sheffield, a Candlelit Memorial Ceremony is held in the Winter Garden in the early evening. The event includes speakers, schoolchildren, music and stories, followed by light refreshments. The Lord Mayor usually reads the first paragraph of introduction and the Lord Mayor's Chaplain then leads the event.

Lord Mayor's Charity Dinner

The Lord Mayor's charity dinner is usually held in late November.

The Lord Mayor holds this dinner to raise money for their chosen charities. They will usually auction off gifts or items which have been donated.

The money raised will be added to the Lord Mayor's total charity fund for the year and will be split between their chosen charities.

Past Lord Mayors' Lunch

The Lord Mayor has traditionally hosted a luncheon at the Town Hall towards the end of the Mayoral year to which all of Sheffield's past Lord Mayors, Lady Mayoresses and Lord Mayor's Consorts have been invited.

A sit-down meal has been provided and the Lord Mayor has given a speech of welcome to which one of the past Lord Mayors responds.

This is the only contact that some of the earlier Lord Mayors and Lady Mayoresses/Consorts still have with the City Council and they look forward to this annual reunion.

Civic Engagements

Many and varied invitations are issued to the Lord Mayor and he/she is in charge of which are accepted or declined.

The Lord Mayor should, during his/her term of office, be as near as possible impartial on all matters, particularly in party politics and sectarian matters.

Replies to invitations received a long time in advance are usually deferred until nearer the time, when the Lord Mayor's office is then at liberty to consider any other invitations received in the intervening period.

There is a tendency for some people to approach the Lord Mayor with other invitations whilst he/she is on engagements. To avoid diary clashes or the embarrassment of being pressed for a decision, it is imperative that the Lord Mayor directs such enquiries through the Office before giving an answer.

Owing to the reduction in resources, it is no longer possible to accept every invitation that is received.

Precedence

It is very important that due respect should be shown to those elected to fill the high office of Lord Mayor and it is a mistake, albeit well meant, for a Lord Mayor to allow the dignity of the office to be disregarded. It will also lead to difficulties for successive Lord Mayors who do look for the appropriate treatment to be accorded to them, but do not receive it.

Lord Mayors must in general be ready to take the lead in all matters that concern the life of the City, but must be careful to ensure that they do not find themselves in an undignified situation. For example: although it is appropriate for a Lord Mayor to start or review a carnival procession, he/she should not take part in it.

At official engagements the Lord Mayor should be seated at the top table on the right hand of the Chair (assuming that Royalty or the Lord Lieutenant are not present). If the Lord Mayor is to speak, his/her toast or reply should appear early on the toast list.

On the occasion of a Royal Visit, the Lord Mayor will be the first person (after the Lord Lieutenant) to welcome the Royal Visitor and will ask leave to present other civic dignitaries. They will also be the last person (subject to the presence of the Lord Lieutenant) to say good-bye to the Royal Visitor.

The office of Lady Mayoress/Consort is unknown to the law and there is therefore no statutory provision with regard to precedence, but their precedence is dictated by courtesy.

Milestone Wedding Anniversaries and Birthdays

Arrangements are made for Lord Mayors to visit Sheffield citizens who are celebrating their Diamond (60th) Blue Sapphire (65th) Platinum (70th) Wedding Anniversaries or 100th+ Birthdays, if requested to do so. Usually, a family member will contact the Lord Mayor's office and arrange the visit.

The Lord Mayor's Office provides a personalised card for the Lord Mayor to take.

Those concerned will also receive a congratulatory message from Her Majesty the Queen.

If a visit by the Lord Mayor is not considered appropriate by the family, a personalised card may be posted.

Main Ceremonial Occasions

University Degree Congregations

The Annual Degree Congregations for both Universities are held over a few days, and the Lord Mayor usually attends one Ceremony each.

The University of Sheffield hold their event in July and the Sheffield Hallam University hold theirs in November.

The Robe is worn and the Lord Mayor walks in a long procession and takes his/her seat on the platform on the left of the Chancellor, the Lord Lieutenant being on the right.

Yorkshire Day

The 1st August was chosen by the Yorkshire Ridings Society as 'Yorkshire Day' some years ago for two reasons.

Firstly, because on that day in 1759, soldiers of the Kings Own Yorkshire Light Infantry who fought in the Battle of Minden, Germany, picked white roses which they wore to commemorate their victory and as a tribute to their fallen colleagues, and also, it was on that day in 1833 that slavery was abolished due to the efforts of the Yorkshire MP, William Wilberforce.

The Yorkshire Society was founded in 1980, and in 1985 it decided to hold a Civic Service on Yorkshire Day, to which all Yorkshire Civic Heads would be invited. This has now become an annual event, hosted in turn by Authorities who are members of the Yorkshire Society.

The programme varies; depending upon the host Authority, but always includes a procession from the equivalent of the Town Hall to the Cathedral, followed by some form of hospitality jointly paid for by all those represented.

Welcoming Judges at the Court House

The Lord Mayor attends the Ceremony for the reading of the Letters Patent at the opening of the Court Sessions at the Crown Court in October or early November.

On arrival at the Law Courts the Lord Mayor, wearing the Robe, is met by the High Sheriff.

A fanfare is played to announce the arrival of Her Majesty's High Court Judges and they are introduced to the Lord Mayor. The Lord Mayor and others then walk in procession into the Court where the Letters Patent are read. The Macebearer goes into the Well of the Court, and the Lord Mayor stands on the Bench.

Everyone remains standing throughout (except that the High Court Judge sits down as his name is read out).

The Court adjourns to a High Court Judge's Retiring Room, where the Judges and High Sheriff say goodbye to the Lord Mayor.

The Lord Mayor departs and the Court resumes. The High Sheriff invites both the Lord Mayor and Lady Mayoress/Consort to join him for lunch at the Court House, usually on that same day.

Annual Legal Service

A Service for Her Majesty's High Court Judges, Circuit and District Judges, and all those associated with the administration of the law in South Yorkshire, is held each year at the Cathedral on Passion Sunday (two weeks before Easter Sunday).

Most guests go directly to the Cathedral, but those involved in the procession assemble at the Cutlers' Hall and process in the following order –

- The President of the Sheffield and District Incorporated Law Society
- Sheffield Hallam University
- The University of Sheffield
- The Cutlers' Company
- Records and Members of the Bar
- The Civic Procession (Mayors and Chief Executives)
- Rotherham
- Barnsley
- Doncaster
- Sheffield
- The Lord Lieutenant
- Registrars/Circuit Judges/Her Majesty's High Court Judges

British Citizenship Ceremonies

The ceremonies are all held every Tuesday, at 3.00 pm in the Town Hall Marriage Rooms or on occasion the Reception Suites. The Lord Mayor, the Lord Lieutenant and the High Sheriff officiate over the ceremonies on a rota basis, roughly attending one in three of the ceremonies each.

The formal part of the ceremony usually lasts about 20 minutes, followed by photographs and light refreshments.

The Superintendent Registrar leads the ceremony and will ask the Lord Mayor to speak during the proceedings.

Sheffield Legends (Walk of Fame)

The Sheffield Legends were set up to honour those who have achieved national or international acclaim. Nominations are considered by an independent selection board representing various sectors across the city - the arts, sport, education, media and business this is chaired by the Lord Mayor. Members of the public are asked once a year to submit their nominations; the independent panel then assess all the nominations and make a recommendation accordingly.

Lord Mayor's Civic Awards

The Lord Mayor's Civic Awards were launched to recognise the invaluable work carried out by local stalwarts of the community who have contributed so much to life in the city through charity work, in schools, sports clubs and a wide range of organisations or simply as an individual. These are assessed by the Lord Mayor and senior members. A Civic Reception is then held in the Town Hall for the successful nominees, their family and friends with a personal 'thank you' from the Lord Mayor.

The nominations for both the Sheffield Legends and the Lord Mayor's Civic Awards will be advertised via local media sites within the city.

Honorary Offices

The Lord Mayor should not, during his/her term of office, accept the Vice – Presidency or Vice Chairmanship of any local organisation, unless the organisation has a wider basis with the Royalty or the Lord Lieutenant as President or Chair. They should not agree to give patronage to any appeal or society until they are absolutely sure of its bona fide importance to the City. The Lord Mayor's office will seek the appropriate advice on such issues as they arise.

Below is a list of organisations which have had patronage renewed annually for many years. It is for each Lord Mayor to decide if they wish to continue, but these have no financial implications and involvement is minimal.

Lord Mayor

President

Sheffield and District Amateur Theatre Association (SADATA)

Sheffield South East Federation of Townswomen's Guilds (female Lord Mayor only)

Sheffield City Scout Council

Concord Youth Music

Croft House Settlement

Honorary Member

Rotary Club of Sheffield

Vice-President

King George's Fund for Sailors

South Yorkshire Community Foundation

Lady Mayoress

Inner Wheel Club of Sheffield

Soroptimist International of Sheffield

Sheffield Women's Lecture Theatre Club

Links with the Services

HMS Sheffield

It has long been the custom for cities to adopt their namesake ship of the Royal Navy and Sheffield has done this in respect of three ships.

The first was a Cruiser in the "City" Class, launched in 1936 and broken up in 1967. The link with this ship was closer than most as many people in Sheffield had a hand in the construction and fitting out of the ship. The ship became affectionately known as the "Shiny Sheff" because of the stainless steel, rather than brass, fixtures and fittings, presented by companies and organisations in Sheffield.

The second was a Destroyer in the "Sheffield" Class, launched in 1971. She joined the British Task Force bound for the South Atlantic in 1982 and was seriously damaged in an Argentinean missile attack on 4th May and sank a few days later off the Falkland Islands. A Lord Mayor's Appeal raised well over £130,00 for the families of those killed and injured.

The third ship was a Frigate in the "Type 22" Class that was launched in March 1986. When the ship docked in Hull (about every two years), several visits were arranged for the Lord Mayor to meet different ranks of the Ship's Company, and a programme of visits was arranged for the sailors to come to Sheffield. As well as the City Council, HMS SHEFFIELD also had links with other organisations such as the Cutlers' Company, the Junior Chamber of Commerce, and Cherrytree Children's Home.

The ship was decommissioned in November 2002, but it is hoped for the future that a fourth ship will carry the name "HMS SHEFFIELD".

The Chestnut Troop

The association between the City and the Chestnut Troop of the 1st Regiment, Royal Horse Artillery, has been in existence since 1970. The main reason for the link was that this Army Unit does its main recruiting in Sheffield, and most of its men are therefore from this area.

The Lord Mayor usually makes a visit to the regiment either at home or overseas, and visits have been made in the past to Hohne in Germany, the Brecon Beacons, and their present base at Tidworth in Wiltshire.

The Troop has links with various organisations in the City and also with HMS SHEFFIELD, and the City Council has given permission for them to display the Sheffield Coat of Arms on their guns.

The Chestnut Troop was one of five army units to be granted the Freedom of the City in April 2002.

LORD MAYOR'S PARLOUR

The Lord Mayor's Parlour is a private room used by the Lord Mayor as an office. The Lord Mayor also uses the room for receiving visiting dignitaries and hosting small meetings, as well as providing Civic Hospitality for smaller groups. We can accommodate about 30-40 people for a buffet or a sit-down meal. Larger groups are received in the Reception Suite.

There are facilities to shower and change between engagements when time is limited and there is insufficient time to make the journey home. Towels are provided and changed by the housekeeping service. A fridge, kettle, cups and saucers are also provided for the Lord Mayor's personal use.

Brief description of the room

In the chimney piece is a fine mural carving in alabaster of two seated female figures, depicting part of St Paul's Letter to the Ephesians. One is holding "the Shield of Faith and the Sword of the Spirit" and is wearing the "Helmet of Salvation and the Breast Plate of Righteousness", and the other has one hand resting upon a bible and holds the "Lamp of Light" in the other.

Underneath is a Latin inscription and that is the first verse of the 127th Psalm. It depicts a watchman standing outside the city walls holding a lantern with the wings of the guardian angel spread out in protection.

The dark green pillars are made of Irish marble from Connemara, the same marble as was used for the handrail on the Grand Staircase.

The large paintings are of Sir John and Lady Brown, and Mark Firth - Firth Browns being famous names in Sheffield for engineering in steel and stainless steel. Sir John and Lady Brown were Mayor and Mayoress in 1861/62 and Mark Firth was Mayor in 1874.

The smaller portrait is William Jeffcock who was the first Mayor of Sheffield in 1843 and on the same wall is the first female Lord Mayor, Ann Eliza Longden who held the office in 1936.

The mahogany cabinet displaying the Mace was taken from RMS (Royal Mail Steamer) MAJESTIC and presented to the City Council by T W Ward Limited in April 1971.

The large sideboard with cupboards is known as the Four Seasons Cabinet and has carved panels showing spring, summer, autumn and winter. The various items on display are some of the gifts that have been given to Lord Mayors over the years.

Mementos

Gifts

We have a limited budget for the purchase of small presentation gifts.

Lord Mayors and Lady Mayoresses/Consorts receive many gifts whilst on official engagements. Most are items such as flowers, glassware, pens, etc. which are meant as personal mementos for the Lord Mayor and Lady Mayoress/Consort to keep. Other items which are presented to 'The City' are usually kept in the Lord Mayor's Parlour or passed on to somewhere more relevant for display. Items of substantial value, such as silverware, are given to the Town Hall Operations Manager for safe-keeping with the Civic Plate.

Albums

An album of the Civic Engagements sheets is compiled for the Lord Mayor to keep as a diary record of their year of office.

A Visitors' Book is also provided and kept in the Lord Mayor's Parlour for the Lord Mayor to collect signatures and/or messages from people they receive. The Lord Mayor keeps that book at the end of the year as a memento.

Photographs

Official photographs are taken in advance to be available for when the Lord Mayor and Lady Mayoress/Consort take up office. Prints are issued to the press and for use in various publications, and copies are also available for personal issue by the Lord Mayor and Lady Mayoress/Consort.

The cost of any additional photographs that the Lord Mayor may require personally, such as photographs of pictures in newspapers, must be met from the Lord Mayor's personal allowance.

A black-and-white photographic record of past Lord Mayors is kept around the walls of the Ante Room, with the current Lord Mayor's photograph in colour. The framed colour picture is given to the Lord Mayor at the end of their year in office.

Retiring Gifts

To commemorate their year of office, Lord Mayors and Lady Mayoresses/ Consorts are presented with silver-gilt and enamel badges with jewel settings. These badges are to be worn at future civic occasions within the City, as symbols of past office.

Office Insignia

Lord Mayor's Chain

At the opening of the Paris Exhibition in 1855, the Mayor of Sheffield was refused a seat near the throne with the other Mayors because he had no badge of office. As a result, money was raised by public subscription and the chain was bought for £325 in 1856.

The Lord Mayor of Sheffield's Chain of Office symbolises the industrial character of the City. It is made in 18-carat gold and weighs a total of 50oz (the chain links weigh 32oz and the badge weighs 18oz). The gold itself is obviously very valuable, but the Chain is extremely precious and is in effect priceless when considering the craftsmanship and its history with the City.

In the centre is the City's coat of arms in enamel, enclosed by a wreath of laurel. The Patron Gods of the City stand on either side - Vulcan (the Greek and Roman God *with his hand resting on a hammer*) on the Lord Mayor's right when being worn, and Thor (the Scandinavian God *in front of the anvil*) on the Lord Mayor's left.

Above the shield are the Arms of Great Britain bearing a miniature portrait in enamel of Queen Victoria, between the Arms of the Duke of Norfolk and Earl Fitzwilliam. It is surmounted by a mayoral crown bearing the crest of the Duke of Norfolk, Lord of the Manor.

The ribbon in enamel carries the motto - Deo Adjuvante Labor Proficit (with God's help our labour is successful).

There are 27 chain links simulating tied ribbons, each inscribed with the names of past Mayors and Lord Mayors. Two shields, one recording City status in 1893 and the other recording the title of Lord Mayor in 1897, connect the badge and chain. The number of links remains constant at 27. As new links are added on to the chain, those taken out are put on display in the cabinet in the Lord Mayor's Parlour. The latest name to be engraved on the Lord Mayor's Chain is Councillor Michael Pye, the Lord Mayor in 2004-2005.

Lord Mayor's Badge

The Lord Mayor 1907-08 (Harry P Marsh) presented a badge to the Corporation with a wish that it be retained at the Town Hall for use by the Lord Mayor at semi-state functions. At some events attended by the Lord Mayor it was considered inappropriate and inconvenient to wear the heavy official Chain of Office, and the badge was therefore provided for such occasions.

It was made by Messrs. Mappin and Webb in 18-carat gold and presented to the City in 1908.

In the centre is the Sheffield City Arms in enamel and diamond setting, surrounded by a border of amethysts and white Brazilian topaz, surmounted by a visor and the lion rampant from the crest of the Duke of Norfolk. The City motto is in gold letters upon blue enamel, and at the sides are finely chiselled figures of Vulcan and Thor.

Lady Mayoress' Chain

The Chain was presented to the City by Alderman George Senior JP on 9th November 1901 as a symbol of office for the Lady Mayoress. This coincided with his year of office as Lord Mayor and Mrs Senior, as Lady Mayoress at the time, was the first lady to have the honour of wearing it.

It is made in 18-carat gold and weighs a total of 34oz.

The main part of the badge shows the Royal Arms and, suspended by a chain of finely wrought white roses of Yorkshire, are the Arms of the City. On the base are three white diamonds, the centre one of which is larger than the others, and the heart-shaped piece at the bottom is engraved "Title of Lord Mayor conferred by Royal Grant 12th July 1897".

There are 27 chain links each engraved with the names of past Lady Mayoresses. The first Lady Mayoress was Lady Mary Howard in 1897 and her name is included. The number of links remains constant at 27. As new links are added on to the chain, those taken out are put on display in the cabinet in the Lord Mayor's Parlour. The latest name to be engraved on the Lady Mayoress' Chain is Mrs Penny Baker, the Lady Mayoress in 2001-2002.

Lady Mayoress' Badge

At a meeting of the Lord Mayor's Advisory Committee on 25th June 1929 it was reported that in a number of other towns a badge was provided for the Lady Mayoress to wear on semi-official occasions and that no such badge had been provided for the Lady Mayoress of Sheffield. It was resolved that a tender prepared by Messrs. Mappin and Webb for the supply of a gold and enamel badge at a cost of £31 be accepted.

The present Lady Mayoress' Badge was purchased by the Corporation in 1976 following the loss of the original badge. It is of 18-carat gold and has the Sheffield Shield enamelled in blue and green in the centre with white Yorkshire roses on either side and the City's motto in enamel at the bottom.

The Lord Mayor's Consort's Badge

The Assay Office presented a Badge of Office to the City in May 2006 to be worn by the Lord Mayor's Consort when attending Civic engagements. A Sheffield silversmith and designer, Owen Waterhouse, designed and made it.

The motifs that appear on this Badge of Office are important links with the history of Sheffield, and the City's Coat of Arms acts as the centrepiece. The central form was

hand turned from sterling silver and a stylised version of the coat of arms was laser etched on to the centre of the piece.

The outer element is forged sterling silver, which morphs from a pentagon to an ellipse. This was hand forged from silver wire and the Yorkshire rose was laser etched on to the pentagon face.

The twelve 18-ct gold arrows that intersect the two main forms are a visual play on the arrows in the shield of the Sheffield Coat of Arms to add visual excitement and contrast to the overall form.

The name of the Lord Mayor's Consort at the time of the presentation is engraved on the back of the centrepiece, and the names of the six previous Lord Mayor's Consorts who have supported female Lord Mayors over recent years, are engraved on the links attached to the ribbon.

The City Mace

The Mace was presented to the City by His Grace The Duke of Norfolk to commemorate him being the first Lord Mayor of Sheffield. It is made entirely of hand-beaten silver and is 40½ inches long.

A mace represents the Royal authority vested in the Lord Mayor and is carried before him on public occasions. The earliest maces were borne by Royal Sergeants-at-Arms and were actually weapons.

The head of the mace is in the form of a Royal crown with a pierced fleur-de-lys gallery, and surmounted by an orb and cross symbolising Christianity. Inside the head, fitting as a lid, are the Royal Arms.

The chalice-shaped head is decorated with oak leaves and acorns, and has the Arms of the Duke of Norfolk on one side, and the City of Sheffield on the other. Midway between are two Yorkshire roses.

The staff is decorated with a design of pomegranates from the badge of Mary Tudor who gave Sheffield its first Charter.

Inscribed at the base is the City motto "Deo Adjuvante Labor Proficit" and underneath is the quaint inscription "Omar Ramsden and Alwyn C E Carr made me in the year of our Lord 1899".

The mace was made in the Stamford Bridge Studios in London, but as it is the work of two young artist craftsmen, born and educated in Sheffield, it consequently carries the Sheffield Assay Mark.

The Robe

Prior to 1993 the Lord Mayor wore a red robe with fur trim which is actually a “Mayor’s” robe rather than a “Lord Mayor’s” robe.

In 1993 the University of Sheffield presented a black and gold Lord Mayor’s robe to the Lord Mayor, to commemorate the Centenary of Sheffield becoming a City.

In 2008, the Sheffield Town Trust presented a new black and gold robe to replace the one from the University, which was very badly worn.

The Town Hall

The Town Hall was opened by Queen Victoria on 21st May 1897. The cost, including the land was £180,000. The extension to the south and east sides was opened by the Prince of Wales on 29th May 1923 and the cost of the extension was £115,600.

Because of her age, Queen Victoria remained in a landau on Pinstone Street and the new miracle of electricity was used for the opening. Appropriately the Queen turned a key in a special lock handed to her in her carriage, and the gates miraculously slid open. Everyone present believed electric power was responsible but in truth the key switched on a current to light a bulb inside the building and men concealed inside reacted to the signal by heaving the gates open manually. (The lock and key are on display in a cabinet in the foyer).

Exterior

The exterior walls are built with “Stoke” stone obtained from the Stoke Hall Quarry near Grindleford in Derbyshire, and this stone is also used in the interior of the building inter-mingled with Ancaster and Coxbench Stone.

The tower rises to a height of 210 feet, at the top of which stand a 7 feet high figure of Vulcan, the symbol of Sheffield Industry. Four illuminated clock dials, 8’6” in diameter, are fixed on to the tower.

Immediately over the main entrance the City Arms are engraved, and in the upper part of the front there is a statue of Queen Victoria together with a reproduction of the Royal Arms. This front also contains the Arms of the City of York and of the Cutlers’ Company, while on the sculptured frieze about half way up and extending to the right and left are carved figures representing Labour, Arts and Crafts.

The principal arch of the entrance is decorated with two figures symbolising Electricity and Steam, holding a scroll bearing the names of the inventors - Watt, Stephenson, Wheatstone, Davy, Faraday, Edison and Swan.

In the vestibule are six large sculptures representing certain virtues, combined with the text –

- Be just and fear not
- Work while it is day for the night cometh

- God shall rule and guide our Councils
- Better it is to get wisdom than gold
- Let all things be done with charity
- Strength and temperance shall enforce the law

Interior

The carving over the main archway, which features a knight slaying a dragon, refers to a local legend of the Dragon of Wharnccliffe, and relates to power struggles of the past between the Earls of Wharnccliffe and the lords of More Hall.

The walls of the Grand Staircase are lined with veined Derbyshire and Devonshire Marble in alternate layers of dark and light colour. The steps are made of Sicilian Marble and the balustrade is of alabaster.

At the foot of the staircase is a statue of the 15th Duke of Norfolk, the first Lord Mayor. The Duke is wearing the dress of a Knight of the Garter with riband, and the Mayoral Robe and Chain. The statue was presented to the Corporation by the citizens of Sheffield in grateful recognition of His Grace's public services.

In the bend of the stairs is a marble bust of Queen Victoria that was presented by Mr Samuel Roberts (afterwards Sir Samuel Roberts) Lord Mayor of Sheffield 1899-1900, to commemorate Her Majesty's visit to open the building in 1897.

Near the top of the staircase is the entrance to the Ante Room of the Council Chamber. Over the door is carved a semi-circular panel showing a figure, a serpent and doves, with a text "Be ye as wise as serpents and harmless as doves".

The bronze 'electrolier' represents the globe encircled by a girdle on which are worked the signs of the Zodiac, looked over by four angels who - when lit - illuminate the four corners of the earth.

The carvings around the upper part of the walls depict various trades, the arts, crafts and music.

Council Chamber

This is probably the finest room in the building - the outstanding features being the beautiful ceiling and the oak panelling. Each desk has two chairs where the Council Members sit and they are the original desks designed for this room.

The Lord Mayor sits in the centre of the dais behind the Bench. It is a very elaborate chair having the air of a throne. On the Bench in front is a carving showing two children rising from tree branches with the inscription "work while it is day" above the symbols of time and dated 1896. The polished bell in front was taken from the last tram car to run in Sheffield in 1960.

Above the Lord Mayor's Chair is the Arms of the City carved in wood, and along the back wall are plaques naming past Mayors and Lord Mayors, dating back to 1843.

THE CITY OF SHEFFIELD

Brief History

Sheffield was founded around the seventh century by Anglo Saxon settlers who chose a site on the banks of the River Sheaf that was to prove ideal for Sheffield's eventual growth from a small hamlet to a great industrial city. From its earliest days, Sheffield produced the world's finest cutlery and, by the sixteenth century, it was famed not only for knives, but also for scythes, sickles, scissors and shears.

An event which stimulated the expansion of Sheffield trade was the invention of silver-plating by Thomas Boulsover. Whilst repairing a knife, which was part copper and part silver, he accidentally fused the two metals. Developing this process, which we now call Sheffield Plate, he started by plating small items such as buttons, buckles and snuff-boxes. Thomas Boulsover died on 12th December 1788, aged eighty-four years, and he was buried in St Paul's Churchyard, now the Peace Gardens.

Sheffield's modern steel industry began in the middle of the eighteenth century with the invention of the Crucible process (steel melted at a high temperature in sealed clay crucibles, or pots). Benjamin Huntsman, in his clock and watch repairing business, found the steel springs, which were then made with imported materials, unsatisfactory and he came to Sheffield to experiment with steel to find if he could produce more reliable springs. His experiments led to the invention of Crucible steel and as his steel business prospered, Benjamin Huntsman built new works in Sheffield. The making of crucible steel grew rapidly, especially after other firms acquired the formula. Benjamin Huntsman died on 20th June 1776, aged seventy-two years, and he was buried in Hill Top Cemetery at Attercliffe.

Because of the large number of silversmiths in Sheffield, an Assay Office, for stamping silverwork, was opened here in 1773.

The Municipal Corporation Act of 1835 allowed a number of named towns to apply for incorporation as a Borough, to be ruled by a Council elected by all householders who had occupied property for three years and paid the poor rate. The Charter also gave the town permission to have a Court of Quarter Sessions, a Commission of the Peace and to appoint salaried officers at the Town Hall.

The citizens of Sheffield at first opposed the application for incorporation on the grounds that it would probably mean higher rates and it was not until 1839, when the Government passed an Act allowing counties to set up Police Forces, which meant that Sheffield, not being a Borough would have to come under the county, that they changed their minds and a petition was organised. The Charter of Incorporation was granted on 31st August 1843 and a Town Council elected, consisting of 56 members with William Jeffcock as first Mayor and Edward Bramley the first Town Clerk. From this time, the living and working conditions of ordinary people began to slowly

improve. Hospitals schools, churches and parks were opened and on 13th February 1893, the style and title of “City” was granted by a Royal Charter.

The building of the present Town Hall was started in 1891 and completed in 1896, to be opened the following year on 21st May by Her Majesty Queen Victoria.

By Royal Grant of Title dated 12th July 1897, the title and dignity of “Lord Mayor” was conferred upon the Chief Magistrate of the City.

The Sheffield steel trade played an important part in the First World War with companies producing guns, gun mountings, armour plate, torpedo parts, steel tubes, crankshafts, shells and many other items for the war effort. During the Second World War Sheffield again became equipped to supply the Army, Navy and Air Force, and at the start of the War the City had the only drop hammer in the country that could forge crankshafts for Spitfires and other fighting planes.

On 1st August 1974 the local government structure was re-organised by virtue of the Local Government Act 1972 and a new Council was created to provide certain local government services for the Sheffield Metropolitan District. From the same date, Her Majesty Queen Elizabeth II granted the title and dignity of “City”, and also gave approval for the Chair of the new City Council to use the style “Lord Mayor” and for the Deputy Chair of the Council to use the style “Deputy Lord Mayor”.

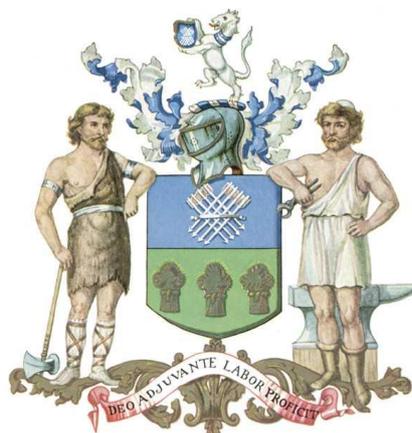
Coat of Arms

The arms were granted to the Sheffield Borough Council on 26th July 1875, and subsequently to the present City Council on 1st September 1977.

The lion on the crest is taken from the Arms of the Dukes of Norfolk, lords of the manor of Sheffield; it appeared also in the Arms of the Talbot family, their predecessors in the lordship.

The sheaf of arrows was the main motif in the seals of the Burgery of Sheffield and the Twelve Capital Burgesses, the two bodies that bore the brunt of local government in Sheffield before the creation of the Borough.

The three wheatsheaf’s on a green field were probably chosen at the College of Arms as a play upon the name Sheffield which means “the open space by the River Sheaf”.



The two supporters, Vulcan and Thor, were chosen for their aptness to represent a place whose prosperity is almost entirely founded on the working of metal. Thor on the left, the smith of the Scandinavian gods has his hand resting on a hammer, and Vulcan on the right, the smith of the Greek and Roman gods, is standing in front of an anvil and is holding a pair of pincers.

The motto (*Deo Adjuvante Labor Proficit*) may be roughly translated as "With God's help our labour is successful".



Report to Overview and Scrutiny Management Committee

Thursday 15th November 2018

Report of: Policy and Improvement Officer

Subject: Draft Work Programme 2018/19

Author of Report: Emily Standbrook-Shaw, Policy and Improvement Officer
Emily.Standbrook-Shaw@sheffield.gov.uk
 0114 273 5065

The attached report aims to assist the Committee to develop its work programme for 2018/19.

It covers the role and purpose of scrutiny, and a draft work programme for the Committee's consideration and discussion.

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

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	X

The Scrutiny Committee is being asked to:

- Consider and comment on the draft work programme for 2018/19

Category of Report: OPEN

1 What is the role of Scrutiny?

1.1 Scrutiny Committees exist to hold decision makers to account, investigate issues of local concern, and make recommendations for improvement. The Centre for Public Scrutiny has identified that effective scrutiny:

- Provides 'Critical Friend' challenge to executive policy makers and decision makers
- Enables the voice and concern of the public and its communities
- Is carried out by independent minded governors who lead and own the scrutiny process
- Drives improvement in public services and finds efficiencies and new ways of delivering services

1.2 Scrutiny Committees can operate in a number of ways – through formal meetings with several agenda items, single item 'select committee' style meetings, task and finish groups, and informal visits and meetings to gather evidence to inform scrutiny work. Committees can hear from Council Officers, Cabinet Members, partner organisations, expert witnesses, members of the public. Scrutiny Committees are not decision making bodies, but can make recommendations to decision makers.

2 Developing the Scrutiny Work Programme

2.1 Attached to this report is a draft work programme for 2018/19.

2.2 It is important the work programme reflects the principles of effective scrutiny, outlined above at 1.1, and so the Committee has a vital role in ensuring that the work programme is looking at issues that concern local people, and looking at issues where scrutiny can influence decision makers. The work programme remains a live document, and there will be an opportunity for the Committee to discuss it at every Committee meeting, this might include:

- Prioritising issues for inclusion on a meeting agenda
- Identifying new issues for scrutiny
- Determining the appropriate approach for an issue – eg select committee style single item agenda vs task and finish group
- Identifying appropriate witnesses and sources of evidence to inform scrutiny discussions
- Identifying key lines of enquiry and specific issues that should be addressed through scrutiny of any given issue.

Members of the Committee can also raise any issues for the work programme via the Chair or Policy and Improvement Officer at any time.

3 The Draft Scrutiny Work Programme 2018/19

3.1 Attached is the draft work programme for 2018/19. Members are asked to consider it and reflect on questions such as:-

- Are there any gaps?
- Are there any issues on the list that don't feel appropriate for scrutiny?
- What are the priority issues?
- What approach should the Committee take for each item, what are the key lines of enquiry, and who is it important to hear from?

4 Recommendations

The Committee is asked to:

- Consider and comment on the draft work programme for 2018/19

OSMC**Thursday 1.30-4pm**

Topic	Reasons for selecting topic	Lead Officer/s	Agenda Item/ Briefing paper
13th February 2019 (10am-1pm)			
Revenue Budget 2019/20 and Capital Programme 2019/20	To consider the 2019/20 budget proposal in advance of Cabinet.	Cllr Olivia Blake, Deputy Leader and Cabinet Member for Finance Eugene Walker, Acting Executive Director of Resources Dave Phillips, Head of Strategic Finance Other attendees tbc.	Single Agenda Item
Draft Work Programme 2018-19	To consider and discuss the committee's work programme for 2018-19.	Emily Standbrook-Shaw, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item

18th April 2019			
Scrutiny Annual Report Submission 2018/19	To consider and comment on the appropriate sections of the draft Annual Scrutiny Report.	Emily Standbrook-Shaw, Policy and Improvement Officer	
Possible items to be scheduled			
Health in all Policies	To test how well the public health strategy is being embedded across all Council activity, and to consider how scrutiny can influence this.	Greg Fell	
Joint Health and Wellbeing Strategy	To consider the development of the City's Joint Health and Wellbeing Strategy – recognising that this strategy covers all areas of Council activity.	Greg Fell, Dan Spicer	
Sheffield City Region and Devolution	To consider progress on City Region Devolution, and impact of SCR projects in Sheffield.		
Customer Experience Strategy	Follow up from 2017/18 consideration of the strategy	James Henderson/Mark Bennett	
Work based development and Wellbeing	Follow up from 2017/18 consideration, to include update on numbers and format of people undertaking mental health training; update on whistleblowing policy; update on engagement with Trade Unions in developing the strategy.	Mark Bennett/Lynsey Linton	

Equality Hub Network	TBD		
Health and Social Care Funding	To understand how the Council and NHS are working together to ensure that health and social care budgets are sustainable.	SCC/NHS Sheffield CCG	

This page is intentionally left blank