

# **Overview and Scrutiny Management Committee**

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**Thursday 17 October 2019 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**

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Councillors Mick Rooney (Chair), Ian Auckland, Steve Ayris, Ben Curran, Denise Fox, Julie Grocutt, Tim Huggan, Douglas Johnson, Mike Levery, Cate McDonald, Sioned-Mair Richards and Jim Steinke

## **Substitute Members**

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

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## PUBLIC ACCESS TO THE MEETING

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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](http://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 Deborah Glen, Policy and Improvement Officer, on 0114 27 35065 or email [deborah.glen@sheffield.gov.uk](mailto:deborah.glen@sheffield.gov.uk)

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## FACILITIES

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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.

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**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA  
17 OCTOBER 2019**

**Order of Business**

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- 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 19<sup>th</sup> September, 2019
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public
- 7. Reviewing Decision Making in Sheffield City Council**  
Joint report of the Director of Policy, Performance and Communications and Director of Legal and Governance
- 8. Issues to Raise from Scrutiny Committees**  
The Chairs of the Scrutiny Committees to report
- 9. Work Programme 2019/20**  
Report of the Policy and Improvement Officer
- 10. Date of Next Meeting**  
The next meeting of the Committee will be held on Thursday, 14<sup>th</sup> November, 2019, at 1.30 pm, in the Town Hall

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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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](mailto:gillian.duckworth@sheffield.gov.uk).

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Overview and Scrutiny Management Committee

Meeting held 19 September 2019

**PRESENT:** Councillors Mick Rooney (Chair), Ian Auckland, Steve Ayriss, Denise Fox, Julie Grocutt, Tim Huggan, Douglas Johnson, Mike Levery and Sioned-Mair Richards

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**1. APOLOGIES FOR ABSENCE**

1.1 Apologies for absence were received from Councillors Ben Curran and Cate McDonald.

**2. EXCLUSION OF PUBLIC AND PRESS**

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

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest.

**4. PUBLIC QUESTIONS AND PETITIONS**

4.1 Steve Hamilton, Sheffield Royal Society for the Blind (SRSB), referred to the proposed restructuring of the Council's City Growth Department and, in the light of potential job losses, which could include two posts of Access Officers, queried whether this Committee would be scrutinising such restructuring proposals. Mr Hamilton referred to the important role of the Access Officers in terms of making access for blind and partially-sighted people around the City much easier.

4.2 The Chair stated that he would look into whether or not such restructuring proposals would be scrutinised and if so, which Scrutiny Committee would be responsible, and the Policy and Improvement Officer would respond to Mr Hamilton.

**5. MINUTES OF PREVIOUS MEETING**

4.1 The minutes of the meeting of the Committee held on 4<sup>th</sup> July 2019, were approved as a correct record and, arising therefrom:-

- (a) further to a query raised by the Chair, as to whether information on whether the Council, as part of its telephone service, provided members of the public with the option of ringing them back, if they so requested, James Henderson (Director of Policy, Performance and Communications) stated that, whilst he believed a response on this issue had been provided to Members, he would check and make sure that this was the case;

- (b) further to a query raised by Councillor Douglas Johnson as to why an initial scoping paper regarding the proposed new Governance arrangements had not been included on the agenda for this meeting, the Chair stated that the recent change of the Cabinet post, with Councillor Terry Fox having been appointed to the post of Cabinet Member for Finance, Resources and Governance, had resulted in a slight delay in progress on this issue, and that it was hoped that a paper would be submitted to the Committee's meeting on 17<sup>th</sup> October 2019;
- (c) the Chair reported that, due to the change in the holder of the post of Cabinet Member for Environment, Streetscene and Climate Change, there had been a delay in the discussions regarding the proposed establishment of a Citizens' Assembly to look at climate change;
- (d) further to the recent establishment of a cross-party Member Task and Finish Group to look into communications and consultation on the budget process, as raised by Councillor Sioned-Mair Richards, it was confirmed that Councillor Douglas Johnson would be the Green Group representative on the Task and Finish Group and that Councillor Tim Huggan would contact Councillor Richards with a nominee from the Liberal Democrat Group; and
- (e) further to a query raised by the Chair as to the progress regarding the Access to Mental Health Services – Call for Evidence, the Policy and Improvement Officer stated that she would chase this up with relevant officers, and inform Members of any progress.

## **6. CORPORATE PERFORMANCE FRAMEWORK**

- 6.1 The Committee received a report of the Director of Policy, Performance and Communications on the design and implementation of a new Corporate Performance Framework, which included associated indicators and reporting arrangements, and attached, as appendices, the new Corporate Performance Framework model, new performance indicators and key performance measures and actions, in the form of RAG ratings, for Quarter 4 of 2018/19.
- 6.2 In attendance for this item were James Henderson (Director of Policy, Performance and Communications) and Louise Brewins (Head of Performance and Intelligence).
- 6.3 The report contained an update of the programme for the new Corporate Performance Framework, together with details of the Authority's performance in 2018/19. James Henderson stressed the importance of the Council having an effective Corporate Performance Framework, to help it know that everything was working effectively, ensure that it had the relevant information to make managers aware of how the Authority was performing and to provide an opportunity for the public and other stakeholders to understand such performance. Mr Henderson added that, whilst it was acknowledged there was a very extensive list of performance indicators, it was proposed that officers would look at a number of key indicators, and report back to the Committee on these. Louise Brewins referred to the performance for Quarter 4 in 2018/19, stating that there had been mixed

results.

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

- Members would be granted access to the new Corporate Performance Framework to enable them to look at specific elements of the information.
- The reason as to why no RAG ratings had been highlighted for certain indicators in the Quarter 4 report for 2018/19 was due to the fact that either there was no data available, a specific target had not been formally agreed, or the target definitions had changed. A number of indicators related to national definitions, for example, education performance indicators, of which the Government had recently changed the definitions, meaning that there were no previous data to compare these with directly.
- Information, in the form of a spreadsheet, and setting out a list of the proposed new high level measures, together with details of which previous high level indicators had been abandoned, modified or added to the Corporate Performance Framework, together with the reasons for this, would be circulated to Members.
- Whilst the majority of the measures related to functions of the Council, there were a number which related to functions of external partners. These had been maintained on the basis that they were still relevant.
- The performance indicators for Quarter 1 of 2019/20 would be available in October 2019.
- Officers were aware of the fact that the new Corporate Performance Framework was too focused on quantitative data, but acknowledged the fact that qualitative data would need to be included. It was envisaged that future reports would contain more qualitative data.
- It was hoped that once the new Framework had been established, officers would then seek to implement an engagement plan, which would include a communication plan and training, as required.
- This meeting was to be used as one forum for consulting with Members on the proposed new Framework.
- Whilst the protected characteristics of staff were not listed as performance indicators in the list of new indicators, this was an area where data was collated, and to which all managers had access. Such measures were reviewed at the Staff Equality and Inclusion Board.
- Whilst a number of performance indicators related to standard measures, there was some degree of variation in what Council Services had put forward. It had been identified that there was a need for a consistent approach, which

would include the need for a core set of indicators related to management of services for use by all Council Services. Further discussions would be held with Services.

- Consideration would be given, as part of the establishment of the new Framework, to providing information in those areas where key discrepancies had been identified.
- The aim of the Corporate Performance Framework model was to ensure that team managers and Heads of Service would be held responsible and accountable, respectively, from the start and, if an issue could not be resolved, or was causing a particular problem, it would be escalated promptly to a level where it could be resolved.
- At present, the new indicators were prioritised in terms of the level of escalation required, for example, to Senior Leadership Team, Portfolio Leadership Team or Executive Management Team. However, performance indicators were not looked at in isolation, for example Adult Social Care, which enabled officers to take a more holistic view. Indicators were also reviewed over time so that any changes may be identified and analysed. This included measuring the amount of change from one point in time to another.
- Providing relevant data was available, comparator information could be included, for example, core cities, statistical neighbours and neighbouring authorities.
- Consideration would be given to removing any measures over which the Authority had no influence.
- In terms of any measures having red or amber ratings, it would be helpful to incorporate commentary on reasons for this.
- Officers were not able to confirm whether there were any indicators to be included in respect of the Council's 'Tell Us Once' scheme, but would find out and report back to Members.
- The new performance indicator '% of Internal Audit Resources Spent on Productive Activities' under Finance and Commercial Services, was a standard measure, and referred to the time actually spent undertaking audits. It was accepted that the wording wasn't ideal, and consideration would be given to renaming this indicator.
- The indicator relating to the percentage of household waste composted, under Business Strategy and Regulation, referred to the Garden Waste Scheme.
- It had been acknowledged that further work was required in terms of how the indicator regarding the total number of fly-tipping incidents, under Business Strategy and Regulation, was measured. At present, although there could be a high number of incidents, the volume of waste dumped overall could be low.

- Information on whether the performance indicators relating to print issues in libraries included community and voluntary libraries, would be circulated to Members.
- It was not easy to capture information on those measures over which the Council only had a limited amount of control, such as buses. It could be possible to break down the information and construct indicators so that they demonstrate a dependency. The Authority could, realistically, only exert influence over such indicators if they were included in the Council's partners' own performance framework. The Authority looked at its partners' performance indicators and frameworks as a matter of routine. An example of where this worked particularly well was in relation to the NHS, on the basis that there were a number of shared national indicators with the Authority.
- There was currently no indicator referring to the time taken by officers to respond to Councillors' queries, referring mainly to Councillors' casework, but this would be included in the new Framework.

6.5 RESOLVED: That the Committee:-

- (a) notes the information contained in the report now submitted, together with the information now reported and the responses to the questions raised;
- (b) thanks James Henderson and Louise Brewins for attending the meeting, and responding to the questions raised; and
- (c) requests the Director of Policy, Performance and Communications to:-
  - (i) send information, in the form of a spreadsheet, and setting out a list of the proposed new high level measures, together with details of which previous high level indicators had been abandoned, modified or added to the Corporate Performance Framework, together with reasons for each of these;
  - (ii) ensure that there is a consistent set of core service management indicators, for use by all Council Services, and arrange for further discussions to be held with those Services who fail to provide the data or if the data sent is not relevant;
  - (iii) make arrangements for details of the performance indicators to be sent to the relevant Scrutiny Committee, for comment;
  - (iv) provide Members with an explanation of the escalation process in terms of the new Corporate Performance Framework model, together with an indication of longer-term trends and commentary; and
  - (v) include a measure regarding the time it takes for officers to respond to Councillors queries, as part of their casework.

## **7. BUDGET SETTING AND CONSULTATION PROCESS FOR 2020/21**

7.1 The Committee received a report of the Executive Director of Resources providing an update on the context and background information relating to the financial position for the Council as it approaches setting its Revenue Budget for 2020/21, and also outlining the suggested process for consultation on the budget proposals.

7.2 In attendance for this item were Eugene Walker (Executive Director of Resources), Dave Phillips (Head of Strategic Finance) and James Henderson (Director of Policy, Performance and Communications).

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

- There was a certain level of confusion in terms of future budget proposals, given the current political climate. Local authorities approached consultation on their budget-setting proposals in different ways, with Birmingham and Newcastle having undertaken some interesting work in this area. The Local Government Association had recently provided new guidance on budget consultation.
- There was a need to think creatively in terms of how the Council consulted with residents in different areas of the City on the budget proposals. There was also a need to ensure that residents both received, and understood, all relevant information regarding the Council's budget. It had been acknowledged, given its complexity, that this was not always easy, and more work was required in terms of looking at suitable consultation mechanisms.
- Following the recent announcement from Government, as part of the Local Government Spending Review, the current level of savings to be identified totalled £23 million.
- There were still plans, as part of the budget-setting process, to use £35 million from the Council's reserves over the next four years, as originally forecast. The recent Government announcements had reduced the upward pressure on this reserve usage, which would have to be mitigated by further spending reductions.

7.4 **RESOLVED:** That the Committee:-

- (a) notes the information contained in the report now submitted, the comments now made and the responses to the questions raised;
- (b) thanks Eugene Walker, Dave Phillips and James Henderson for attending the meeting, and responding to the questions raised;
- (c) approves the approach being undertaken in respect of the budget-setting and consultation process for 2020/21, as set out in the report; and

- (d) requests that, as part of the consultation, officers talk to the Equality Hubs, Housing Forums (specifically regarding the Housing Revenue Account), the Youth Council and the Youth Parliament.

## **8. ISSUES TO RAISE FROM SCRUTINY COMMITTEES**

- 8.1 Councillor Denise Fox reported that the Economic and Environmental Wellbeing Scrutiny and Policy Development Committee had visited the Energy Recovery Facility, Bernard Road, prior to having a very positive Scrutiny meeting following the visit, on 3<sup>rd</sup> September 2019.
- 8.2 Councillor Mick Rooney reported that, with regard to the Children, Young People and Family Support Scrutiny and Policy Development Committee, (a) the Committee had held an informal meeting on 15<sup>th</sup> July 2019, and had a very positive and thorough discussion on the Committee's Work Programme for 2019/20, and (b) the report on the SEND inspection was to be submitted to the meeting of the Committee to be held in November 2019.
- 8.3 The Committee noted the information now reported.

## **9. WORK PROGRAMME 2019/20**

- 9.1 The Committee received a report of the Policy and Improvement Officer containing the Work Programme for 2019/20.
- 9.2 The Chair referred to the three topics set out in the report, listed as items to be scheduled, but having no set date – Equalities Objectives, Equalities Hub Network and Public Sector Reform, and stated that if the reports on new Governance Arrangements and the Citizens' Assembly on Climate Change were not prepared in time, these three topics could be discussed at the meeting to be held on 17<sup>th</sup> October 2019.
- 9.3 RESOLVED: That the Committee notes and approves the Work Programme for 2019/20, including the suggestion now raised.

## **10. DATE OF NEXT MEETING**

- 10.1 It was noted that the next meeting of the Committee would be held on Thursday, 17<sup>th</sup> October 2019, at 1.30 pm, in the Town Hall.

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## Report to Overview and Scrutiny Management Committee 17<sup>th</sup> October 2019

**Report of:** Director of Policy, Performance and Communications  
Director of Legal and Governance

**Subject:** Reviewing Decision Making in Sheffield City Council

**Author of Report:** Emily Standbrook-Shaw  
Policy and Improvement Officer  
Policy and Partnerships

### Summary:

In July 2019, Full Council debated a petition which called for a referendum to change the way Sheffield City Council makes decisions – from a Leader and Cabinet Model to a Committee system. At that meeting, Council resolved that the Deputy Leader, and Cabinet Member for Finance, Resources & Governance would work with the Overview and Scrutiny Management Committee to review decision making in Sheffield City Council.

This report gives the Committee an overview of the context, the petition and referendum and proposes an approach for OSMC to take this work forwards.

**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	<b>x</b>
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	

### The Scrutiny Committee is being asked to:

- Note the information in the report
- Consider and comment on the proposed approach for taking this work forwards

# **Report of the Directors of Policy Performance & Communication and Legal & Governance**

## **Reviewing Decision Making in Sheffield City Council**

### **1. Context**

1.1 The Localism Act 2011 expanded the number of decision making systems that Councils could adopt, setting out three main models that Councils can choose from:

- Leader and Cabinet model - which Sheffield City Council currently operates.
- A Mayoral system – this model was rejected in Sheffield in a 2012 referendum
- A Committee system – before the Localism Act this option was only available to district councils with populations under 85,000.

1.2 The Localism Act also introduced a mechanism whereby a petition signed by 5% of the electorate can trigger a referendum on changing the Council's decision making model.

1.3 In 2018, 'It's Our City', a Sheffield campaign group, started a petition calling for a referendum on changing from a Leader and Cabinet to a Committee system.

1.4 Full Council debated this issue at its meeting on the 3<sup>rd</sup> July 2019, and the Deputy Leader committed to work with the Overview and Scrutiny Management Committee (OSMC) on a review of Sheffield City Council's governance arrangements:

RESOLVED: That this Council:-

- (a) notes the Sheffield People's Petition; and
- (b) refers the matter to the Cabinet Member for Finance, Resources and Governance to work cross party and with the Overview and Scrutiny Management Committee, to bring a report back, following that engagement, to full Council within a period no later than 6 months' time.<sup>1</sup>

1.5 On 23<sup>rd</sup> September 2019, the Council confirmed that a petition submitted in August, calling for a referendum to change the council's governance arrangements, had reached the required number of signatures of 5% of the electorate to trigger a referendum on the issue.<sup>2</sup>

<sup>1</sup> Sheffield City Council (2019) Minutes of Public Questions, petitions and other communications, <http://democracy.sheffield.gov.uk/mgAi.aspx?ID=19123>

<sup>2</sup> The notice of valid petition can be found [here](#).

- 1.6 As the petition has received the required number of signatures, the Council has confirmed that a referendum will be held on or before the day of the next local elections, which are scheduled for 7<sup>th</sup> May 2020.
- 1.7 The Petitions Regulations require the Council to publish a proposal for what a committee system might look like no later than 56 days before the referendum.
- 1.8 In line with the resolution from the July Full Council, the Deputy Leader proposes to work with the Overview and Scrutiny Management Committee over the coming months to review the governance options for Sheffield City Council and produce a report which will be presented to Full Council on 8<sup>th</sup> January 2020.
- 1.9 In addition, the Deputy Leader will propose a cross-party approach to a major period of public engagement with every community in the city. The ‘Big City Conversation’ will include activity in every ward in Sheffield, listening to the views of citizens, voluntary, community and faith organisations, public and private sector partners about key issues and how the council engages and serves the people of Sheffield.
- 1.10 The Big City Conversation will run into the new year but the key ideas, issues and ambitions of citizens raised through engagement activity over the coming months will be summarised in the report to Full Council in January 2020. A full report of the Big City Conversation and recommendations on the Council’s future engagement will be presented to Full Council by March 2020.

## 2. Reviewing our governance

- 2.1 The valid petition called for the Council to convert to a committee system model of governance. We are therefore required to produce a proposal for how a committee system would work at SCC. We also have the opportunity to explore how we could enhance and improve the current Leader and Cabinet system. These proposals will inform a two-option referendum to either maintain a Leader and Cabinet system or adopt the proposed new committee system.
- 2.2 The table below summarises the key aspects of each governance system under consideration:

	<b>Cabinet</b>	<b>Committee</b>
<b>Powers of the Full Council</b>	<p>Certain decisions can only be taken by Full Council e.g. budget</p> <p>Full Council only has decision making powers for non-executive decisions (defined by regulations)</p> <p>Full Council can delegate decisions to a committee</p>	<p>Certain decisions can only be taken by Full Council e.g. budget</p> <p>Full Council can take all decisions</p> <p>Full Council can delegate decisions to a committee or to an officer</p> <p>Full Council appoints the Leader of the Council and</p>

	<p>or to an officer e.g. planning</p> <p>Full Council appoints the Leader of the Council and the Lord Mayor</p> <p>The Lord Mayor is the chair of Full Council</p>	<p>the Lord Mayor</p> <p>The Lord Mayor is the chair of Full Council</p>
<b>Executive powers</b>	<p>The Leader has the power to form an Executive/Cabinet</p> <p>The Leader can take any Executive decision</p> <p>The Leader can delegate decisions to Cabinet or committees of Cabinet, to individual cabinet members or officers</p>	<p>Executive powers do not exist under this model of governance</p>
<b>Scrutiny and call-in</b>	<p>There are a number of statutory scrutiny functions that must be carried out by a scrutiny committee.</p> <p>There must be at least one scrutiny committee and the ability to call in a decision</p> <p>Scrutiny committees can appoint non-voting Members</p>	<p>There are a number of statutory scrutiny functions that must be carried out by a committee but this need not be a scrutiny committee.</p> <p>There is no requirement to have the ability to call in a decision.</p> <p>There can be a scrutiny committee</p> <p>Scrutiny committees can give all members voting rights</p>
<b>Political proportionality</b>	<p>No requirement for Executive committees</p>	<p>All committees must be politically proportionate</p>
<b>Access to Information</b>	<p>Applies to all meetings, agendas and reports</p>	<p>Applies to all meetings, agendas and reports</p>

2.3 Following discussion with the Scrutiny Committee Chair and Cabinet Member, it is proposed that the Overview and Scrutiny Management Committee will:

- consider the strengths of our current decision making structures, and those of a modern committee system.
- develop a set of principles on which any future decision making structure should be based.

- produce a report setting out the Committee's views for debate at Full Council in January 2020.

2.4 It is proposed that the Committee will operate along lines similar to that of a Parliamentary Select Committee, inviting a range of people and organisations to provide written and/or oral evidence, and undertake site visits and further research as appropriate. This will require additional meetings of the Committee to be scheduled during November and December 2019. All meetings will be held in public as per normal scrutiny procedure rules.

2.5 It is proposed that the Committee requests and reviews written and oral evidence from a range of people and organisations including:

- Experts on Governance – organisations with expertise in local authority governance and decision making.
- Local groups with an interest in how decisions are made in Sheffield.
- Partner organisations who are involved in, and affected by, Council decision making
- Councils who have experience of running a committee system.
- Councillors and officers from Sheffield City Council

#### **4. Recommendation**

4.1 The Committee is asked to discuss and note the information in the report, to consider and comment on the proposed approach for taking this work forwards, and identify any further key lines of enquiry, stakeholders or evidence gathering activity it wishes to undertake.

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## Report to Overview and Scrutiny Management Committee Thursday 17<sup>th</sup> October 2019

**Report of:** Policy and Improvement Officer

**Subject:** Work Programme 2019/20: Overview and Scrutiny Management Committee

**Author of Report:** Deborah Glen, Policy and Improvement Officer  
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The Work Programme is attached at Appendix 1 for the Committee's consideration and discussion. It aims to focus on a small number of issues, in depth. This means the Committee will need to prioritise issues to be included on formal meeting agendas. Where an issue is not appropriate for inclusion on a meeting agenda, but there is significant interest from Members, the Committee can choose to request a written briefing paper.

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

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

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

**The Scrutiny Committee is being asked to:**

- Consider and comment on the committee's work programme
- Identify, prioritise and agree topics for inclusion in the work programme

**Background Papers:** [Sheffield Council Constitution](#)

**Category of Report:** OPEN



<b>OSMC</b>		<b>Thursday 1.30-3.30pm</b>	
<b>Topic</b>	<b>Reasons for selecting topic</b>	<b>Lead Officer/s</b>	<b>Agenda Item/ Briefing paper</b>
<b>Thursday 14<sup>th</sup> November 2019</b>			
Ethical Procurement	To consider an update on the ethical procurement policy	Fil Leonard, Head of Procurement and Supply Chain David Hollis, Asst Director, Legal and Governance	Agenda Item
Meeting our Equality Duties – engaging with Scrutiny  Page 21	Considering activity Sheffield City Council undertakes to meet our Equality Duties including Equality Objectives, the Equality Hub Network review and Equality Impact Assessments – and how Scrutiny can engage with this work.	Laurie Brennan, Head of Policy and Partnerships Diane Owens, Senior Equalities and Engagement Officer.	Agenda Item
Draft Work Programme 2019-20	To consider and discuss the committee's work programme for 20.	Deborah Glen, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item

<b>Thursday 6<sup>th</sup> February 2020</b>			
Revenue Budget 2019/20 and Capital Programme 2019/20	To consider the Council's budget proposal in advance of Cabinet.	Cllr Terry Fox, Deputy Leader and Cabinet Member for Finance  Eugene Walker, Executive Director of Resources  Head of Strategic Finance  Other attendees tbc.	Single Agenda Item
Draft Work Programme 2019-20	To consider and discuss the committee's work programme for 20.	Deborah Glen, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item
<b>Thursday 19<sup>th</sup> March 2020</b>			
Customer Experience Strategy	Follow up from 2018/19 consideration of the strategy	James Henderson/Mark Bennett	Agenda Item
Work based development and Wellbeing	Follow up from 2018/19 consideration.	Mark Bennett/Lynsey Linton	Agenda Item
Scrutiny Annual Report Submission 2018/19	To consider and comment on the appropriate sections of the draft Annual Scrutiny Report.	Deborah Glen, Policy and Improvement Officer	Agenda Item

Possible items to be scheduled	
Public Sector Reform	<p>This is a programme for developing and implementing specific proposals to improve public services for people in Sheffield.</p> <p>It has a long term, rather than a day-to-day operational focus; people-based services (health, care, education, employment, etc.)</p> <p>It focuses particularly on things that require changes of approach in multiple local organisations</p>
Governance Review	Additional meetings of the Committee to be scheduled as required
Citizens Assembly on Climate Change	Referred by Full Council and discussed by Committee on 4th July. Timetable as yet unclear.
Task and Finish Group on Communications.	<p>To be chaired by Cllr Sioned Mair-Richards</p> <p>Membership to be determined</p>

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