



Author/Lead Officer of Report: Hannah Boneham, Lead Business Change Manager

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Report of: Gillian Duckworth, Director of Legal and Governance and Monitoring Officer
Report to: Co-operative Executive
Date of Decision: 21 July 2021
Subject: Transition to a Committee System of Governance

Is this a Key Decision? If Yes, reason Key Decision:-

Yes ☒ No ☐

- Expenditure and/or savings over £500,000

☒

- Affects 2 or more Wards

☒

Which Co-operative Executive Member Portfolio does this relate to? Cllr Julie Grocutt, Deputy Leader and Executive Member for Community Engagement and Governance

Which Scrutiny and Policy Development Committee does this relate to? Overview and Scrutiny Management Committee

Has an Equality Impact Assessment (EIA) been undertaken?

Yes ☐ No ☒

If YES, what EIA reference number has it been given? *(Insert reference number)*

Does the report contain confidential or exempt information?

Yes ☐ No ☒

Purpose of Report:

The report outlines the proposed programme for the Transition to a Committee System and seeks a budget and delegations to enable the programme to move forward.

Recommendations:

It is recommended that the Co-operative Executive:

- Notes the decisions taken by Full Council
- Notes the proposed programme to facilitate the transition to a committee system of governance as required by Regulation 18 of the Local Authorities (Referendums) (Petitions) (England) Regulations 2011
- Approves a budget of £1.3m to enable the programme to be undertaken
- To the extent that any decisions to be taken are Executive decisions and are not the subject of existing delegations, delegates authority to the Director of Legal and Governance in consultation with the Governance Committee to take such decisions as are necessary to facilitate the programme outlined in this Report and the transition to a committee system of governance.

Background Papers:

- Report entitled Sheffield City Council Governance Referendum and the corresponding decision taken by Council on 19th May 2021
- Report entitled Transition to a Committee System of Governance and corresponding decision taken by Council on 16th July 2021

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>Paul Schofield</i>
		Legal: <i>Sarah Bennett</i>
		Equalities: <i>Adele Robinson</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	EMT member who approved submission:	<i>Eugene Walker, Executive Director of Resources</i>
3	Executive Member consulted:	<i>Cllr Julie Grocutt, Deputy Leader and Executive Member for Community Engagement and Governance</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Decision Maker by the EMT member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	Lead Officer Name: <i>Hannah Boneham</i>	Job Title: <i>Lead Business Change Manager</i>
	Date: <i>12/7/2021</i>	

1. PROPOSAL

Background

- 1.1 At its Annual Meeting on 19th May 2021 Full Council ratified the outcome of the Governance Referendum held on 6th May 2021 and agreed to change to a committee system of governance from the start of the 2022/23 Municipal Year. Full Council also requested the Director of Legal and Governance, in consultation with the Leaders of the political groups on the Council, to take all steps necessary to develop and implement the change.
- 1.2 Subsequently at its meeting on 16th June 2021 Full Council agreed to establish a Governance Committee to guide the transition and to set the parameters for stakeholder engagement.
- 1.3 This report now outlines for the Co-operative Executive the programme proposed to enable the Council to complete the transition and seeks a budget and delegations to enable the programme to move forward.

The Proposed Programme

- 1.4 The proposed programme is divided into two projects: Engagement and Governance and Support Model.
 - 1.4.1 Engagement Project scope:
 - Procure an external organisation to help us plan our engagement with citizens and communities for both the Transition to the Committee System and the Empowering Communities programmes of work (the Programmes)
 - Coordinate an external communications campaign that sets any engagement activity for the Programmes in context
 - Deliver an internal engagement plan to ensure members and officers understand the governance and decision-making processes at each stage of development, how they can contribute and how the changes will impact on their roles
 - Analyse findings from the public engagement into order to inform the development of the Committee System
 - 1.4.2 Governance and Support Model Project scope:
 - To recruit a temporary Assistant Director for Governance, to report into the Director for Legal and Governance and manage the delivery of the project
 - Taking the feedback from the engagement workstream, design the new committee system for approval by Full Council and implementation in May 2022
 - Document the various iterations of the governance and decision-making processes

- Facilitate the delivery and approval by Full Council of an updated Constitution by May 2022
- Document the governance and decision-making relationship between Local Areas Committees and the new Committee system
- Identify, document and mobilise the support requirements for the new Committee system and determine any financial and resourcing implications
- Identify and deliver Members and officer training regarding any new roles and processes

1.4.3 The projects report into a monthly Programme Board, chaired by the Director of Legal and Governance.

1.5 Programme Board

1.5.1 The Programme Board will manage the day to day running of the Transition to a Committee System Programme and coordinate the delivery of the projects. It will manage the budget and resources for the programme and ensure all relevant stakeholders are kept informed via effective communication. Where it thinks it would be beneficial it will recommend that the Director of Legal and Governance commissions appropriate expert support and advice and will ensure regular reporting to the Governance Committee

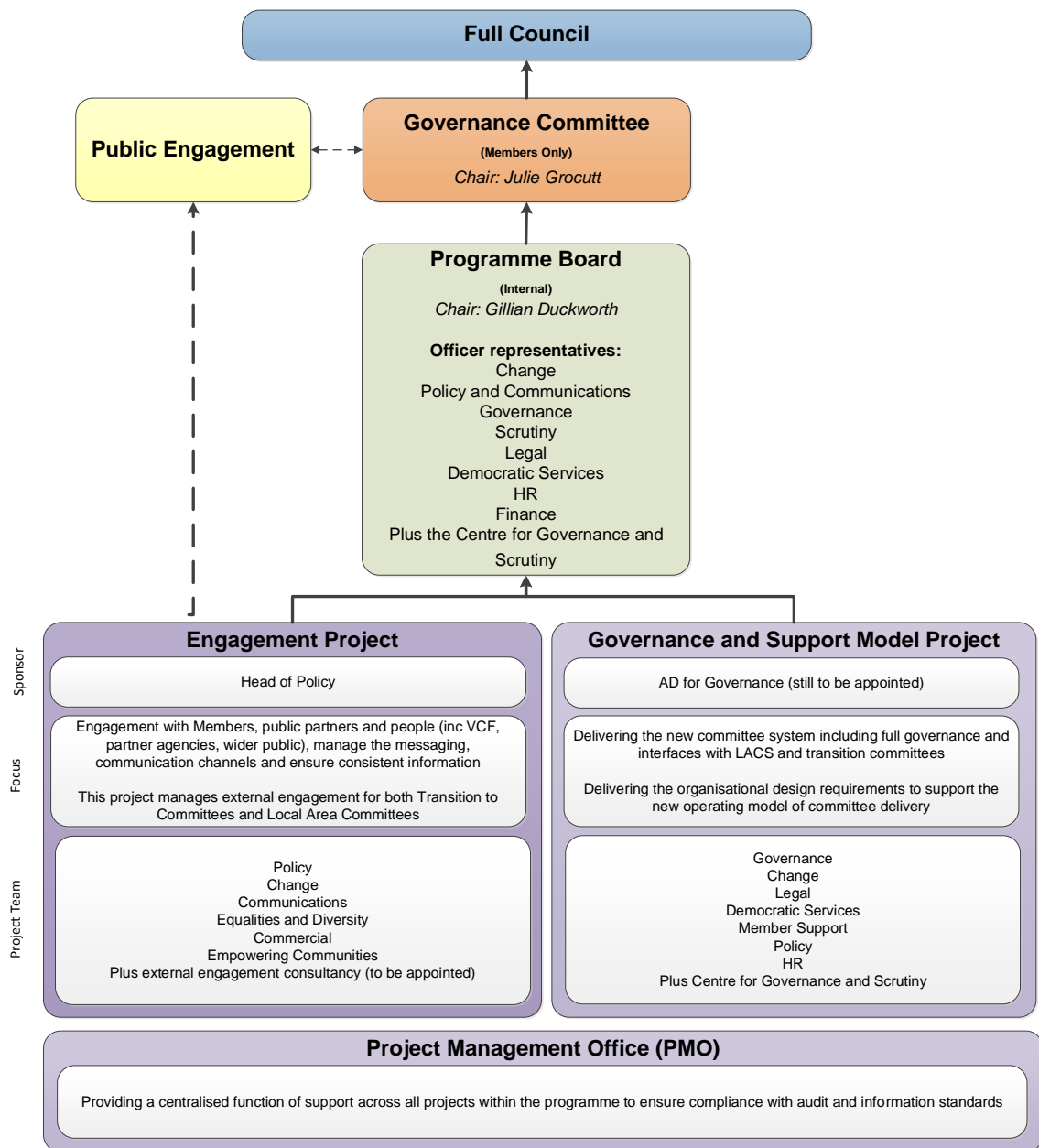
1.5.2 This Programme Board will report to the Governance Committee.

1.6 Governance Committee

1.6.1 The Governance Committee will be chaired by Cllr Julie Grocutt, with Cllr Penny Baker as Vice-Chair. It is proposed that this committee will meet monthly. The Governance Committee reports to Full Council.

1.6.2 At its first meeting, the Governance Committee will consider options for involving citizens and communities in its work.

1.7 Outline of Programme Governance



1.8 Support for the Programme

- 1.8.1 In order to benefit from the experience of other Councils that have made the transition to a committee system of governance support has been sought from the Local Government Association who have agreed to provide some training and development for Members and to co-fund a package of support, consultancy and member/officer development from the Centre for Governance and Scrutiny, who are recognised as a national centre of expertise on good governance and scrutiny.
- 1.8.2 Given the importance of engagement with the public and other stakeholders it is also proposed to procure the support of an external organisation

- 1.8.3 Finally, it is proposed to procure an external advisor to act as a critical friend in relation to the drafting of the new/revised sections of the constitution.

2. HOW DOES THIS DECISION CONTRIBUTE?

- 2.1 This decision facilitates the transition from a Leader and Cabinet model of Governance to Committee System of Governance, which is required following the outcome of the Governance Referendum on 6th May 2021.

3. HAS THERE BEEN ANY CONSULTATION?

- 3.1 This decision follows on from the Governance Referendum held on 6th May 2021.
- 3.2 A wide range of citizen and community engagement will form an important part of the programme proposed in this Report.

4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

4.1 Equality of Opportunity Implications

- 4.1.1 The overall proposal is supportive of the aims of the Public Sector Equality Duty, established through the Equality Act 2010, which requires the Council, in the exercise of its functions, to have due regard to the need to:
- 4.1.2 a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- 4.1.3 b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- 4.1.4 c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 4.1.5 The Public Sector Equality Duty (S149 of the Equality Act 2010) requires us to pay due regard when making decisions. To ensure we meet the Duties an Equality Impact Assessment will be carried out on the programme to assess any disproportionate impacts on people who share protected characteristics under the Act in relation to the transition and the move to the new Committee system to ensure decision making is fair and in accordance with these duties.

4.2 Financial and Commercial Implications

4.2.1 Budget

4.2.2 The proposed budget for the programme is £1.3m.

4.2.3 This programme is complex and needs to be delivered to a tight deadline so it is essential that it is adequately resourced to ensure success.

4.2.4 The budget can be broken down to three main activities. Specialist external subject matter input is estimated to cost £30k, £300k for communications and consultation and £969k for delivery of the programme of change.

4.2.5 The decision to implement the Committee System was made after finalising the annual 2021/22 Budget so there is no provision for this expenditure in the 2021/22 budget. This expenditure will be an additional cost in year and result in an overspend. This report deals with the implementation cost of the new Committee System. Any additional ongoing costs required to operate it will need to be considered as part of the 2022/23 Business Planning process.

4.2.6 Procurement

4.2.7 All procurement activity will be carried out in accordance with Contract Standing Orders and applicable legislation.

4.3 Legal Implications

4.3.1 In accordance with Regulation 18 of the Local Authorities (Referendums) (Petitions) (England) Regulations 2011, the Council must implement proposals for moving to a Committee System of Governance. The recommendations in this Report support that process.

4.4 Other Implications

4.4.1 The staffing structure will need to be reviewed and any changes will be considered and implemented through the Council's Change Process. Engagement on this programme has already been initiated with the Trade Unions and the wider workforce and this will continue on a regular basis throughout the whole Transition.

5. **ALTERNATIVE OPTIONS CONSIDERED**

5.1 In accordance with Regulation 18 of the Local Authorities (Referendums) (Petitions) (England) Regulations 2011, the Council must implement proposals for a Committee System of Governance. It could attempt to do so without putting in place the proposed programme governance and external support set out in this Report. However, this is not recommended. Without

suitable resource and support there is a risk that the Council will be unable to complete the transition as required or that the transition will not be successful.

6. REASONS FOR RECOMMENDATIONS

- 6.1 It is recommended that Cooperative Executive approve the budget in 4.2.1 of this report and that delegations be granted to the Director of Legal and Governance to enable to transition to a committee system of governance to be facilitated in the most efficient and effective way possible