

Appendix 2: Examples of current practice

Title and Brief Description	Key Features of the work	Lessons to build on
<p><u><i>Be That Mate</i></u></p> <p>A short film addressing issues around sexual harassment produced by young people in the SYP Young Peoples Independent Advisory Group, working with SCC's Youth Voice and Influence Team</p>	<ul style="list-style-type: none"> • Produced as part of 12 months of work by the young people on issues of catcalling and harassment to build an understanding of what young people are having to deal with on the streets and in their lives • The young people in the Advisory Group wrote a script for a film that is useful, practical and deals with the issue of sexual harassment head on • The film is addressed to boys and men to inform and empower them to do something about the issue, giving real practical advice about what can be done to protect all people from harassment • The film has gained national attention and has been incorporated into a wide range of organisation's learning and development 	<ul style="list-style-type: none"> • Take the time to talk your audience and allow themselves to express their point of view – this will generate the greatest understanding • Supporting people to produce their own work can produce more powerful and impactful results than doing it all ourselves • The messenger matters as well as the message
<p>Changing Futures</p> <p>One of 15 pilot sites in a DLUHC national programme changing the systems and services who support adults experiencing severe and multiple disadvantage</p>	<ul style="list-style-type: none"> • Directly engaging with and supporting positive outcomes for people identified as living with multiple disadvantage • First ever commissioned coproduction service in Sheffield • Supported by 60-70 Associates who have lived experience of multiple disadvantage, supporting activity such as recommissioning Domestic Abuse and Housing Related Support services • Supported 137 people experiencing multiple disadvantage and used learning to improve the way 	<ul style="list-style-type: none"> • This way of working delivers clear benefits but needs to be committed to over the long term • Co-production can be empowering, valuable and challenging but needs properly resourcing and supporting • The value of a co-production approach increases over time as individual people develop their confidence and expertise in terms of peer support networks and pathways to volunteering and employment • Living the values of inclusion, coproduction and equality takes time, commitment and creating

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	<p>we support individuals who are often excluded from, or find it difficult to access, services.</p> <ul style="list-style-type: none"> Delivered positive outcomes across a broad range of service areas, including significant cost avoidance for multiple local and national public services 	<p>space for dialogue and constructive challenge and support</p>
<p>City Goals Development</p> <p>Partnership work to develop a collectively owned vision for the future of Sheffield eventually incorporating six stories about a future Sheffield and 18 Goals that underpin these</p>	<ul style="list-style-type: none"> Workshop sessions with a broad invite to begin the process of developing the Goals, and to refine them as this progressed Community-level conversations to find out what citizens want for the future of Sheffield, led by grassroots partners with funding to support Use of a digital platform to gain feedback on the draft Goals as they started to emerge from the development process Proactively reaching out through networks to ensure communities who we have historically heard less from were involved 	<ul style="list-style-type: none"> Communities aren't hard to hear – it's up to us to make the effort to reach them, and we can always do more on this Digital tools can be useful to allow people to work on proposals together – but they need to be user-friendly for all levels to be inclusive Having open grassroots conversations was really valuable and provided rich insight A more open design process in which everyone has a stake can lead to stronger collective ownership
<p>Culture Strategy</p> <p>Engagement work to support the development of a new Culture Strategy for Sheffield, working with an external consultant and local partners</p>	<ul style="list-style-type: none"> Partnership Task & Finish Group established to guide the work and hold the project team to account T&F Group created from a “diagonal slice” of the culture sector in Sheffield – ensuring membership drawn from all levels, not just large institutions External consultant coordinating the project but local engagement practitioners doing the work on the ground Mix of methods: surveys, workshops, 1:1 interviews Using Have Your Say Sheffield to work in the open with as much transparency as possible 	<ul style="list-style-type: none"> The design phase is critical: take time to get this right, engage around it and iterate with partners Working in the open was critical for building trust Have Your Say Sheffield is a good tool but needs capacity to use to full extent; the team chose not to use the two-way functions for this reason SCC has excellent support for specific communication channels such as press and media, but the Team struggled with support for

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	<ul style="list-style-type: none"> • Taking an iterative and fully engaged approach, towards co-creation • A proactive approach to engaging groups identified as gaps in the baseline approach: e.g. specific workshops for young people and engagement with representative organisations • Remuneration offered to freelancers and small organisations for involvement in the engagement session and the T&F group, to enable them to participate: prioritising unheard voices was key. 	<p>generating broad and diverse reach into communities</p> <ul style="list-style-type: none"> • Having both resources and skills are key to ensure this is done well and consistently
<p>Development of Sheffield and ASH Youth Vaping resources</p> <p>Work with the Youth Council to develop Sheffield and UK specific resources around youth vaping, that are now in use nationwide</p>	<ul style="list-style-type: none"> • SCC staff initially engaged with the Youth Council in relation to Tobacco Control/smoking • The view from the Youth Council was strongly that vaping was an increasing issue, changing the focus of the work • The Youth Council supported the development of key messages and influenced the overall campaign approach and resources, such as posters for toilets where vaping was taking place during the school day. • Messaging was tested and retested with the group throughout the whole development process to ensure it resonated • The work also addressed misinformation around vaping amongst the target cohort, including in the Youth Council • These resources have been well received and praised as best practice by the Chief Executive of Action on Smoking and Health UK, and the Office of Health 	<ul style="list-style-type: none"> • Taking time to engage with your audience can show that your assumptions aren't necessarily right about where your focus should be • Co-producing material with the people you are working with can lead to significantly greater impact • Engagement in this way is also an opportunity to correct misinformation or myths in a trusted environment

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	<p>Improvement Tobacco Lead for Yorkshire and Humber, and are in use by more than 70 local authorities across the country.</p> <ul style="list-style-type: none"> • They were also a key contributing factor in the Sheffield Tobacco Control Programme winning the national Local Government Chronicle award in the Public Health category in June 2023. 	
<p>Diverse Business Board</p> <p>Board established to ensure engagement with the diversity of Sheffield’s business base, advising on issues relevant to all areas of business resilience and growth and Council support</p>	<ul style="list-style-type: none"> • First step facilitated workshop to build understanding of the Board’s priorities, with procurement at the top of the list • Responding with a Meet the Buyer event to break down the barriers to accessing public sector commercial opportunities for local and more diverse businesses • The Board and SCC worked together to develop the MOBO Fringe Festival, seen as a strong success and potential template for future events work • Profile raising work including plans for celebration event • Feeding into the Growth Plan consultation and promoting work to other diverse businesses in Sheffield 	<ul style="list-style-type: none"> • The benefits of facilitation to translate what the community is saying for decision-makers • Engagement that shapes a tangible product or change makes the case for the benefits of doing it well • Resource can be necessary to act as a catalyst to make progress but the key is shifting business as usual practice • A degree of uncomfortableness can be necessary to learn and progress • Creating opportunities to engage isn’t always enough: we can also need to proactively inform people and sell it to them
<p>Local Area Committees</p>	<ul style="list-style-type: none"> • Local Area Committees were established in 2021 to bring decision making closer to communities • They are still developing, with a review currently underway • They are each supported by a small team of officers 	<ul style="list-style-type: none"> • There is some evidence that LACs can be part of the solution to getting closer to communities – the role of the support teams is central to this • It is not certain whether the role of the support teams with regard to engagement should be to facilitate services, using their local knowledge

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	<ul style="list-style-type: none"> As well as providing support to Elected Members and the Committees themselves, these teams have also been supporting services to connect and engage with communities 	<p>and connections, or to carry out engagement themselves, with resourcing implications depending on the answer</p>
<p>Rose Garden Café</p> <p>Partnership work to with the local campaign group to build trust and make progress following the decision to declare the Rose Garden Café unsafe, including consultation on the building's future</p>	<ul style="list-style-type: none"> Officer proposal to work in Partnership with local campaign groups to restore and refurbish café approved by Committee Initial Partnership meeting ran by external independent facilitator to create mutual territory given the existing mistrust between parties Fortnightly in person meetings for first 8 months held to gain momentum, demonstrate commitment to moving forward and build trust/relationships Independent chair for Partnership appointed Partnership members agree committee report content, Officers draft and partners co-present report at Committee with officers bringing them into the democratic process Have Your Say Sheffield used as platform for shared Partnership Comms with partner admin access covered by Terms of Reference. Site used for consultation activities, sharing information and documents Partnership working resulted in further consultation being truly co-designed and delivered by all 	<ul style="list-style-type: none"> Cross-service SCC working group meets regularly to share knowledge and drive project forward, with consistent director involvement Dedicated resource has enabled the project to move forward: how do we make this scalable? SCC Partnership representation is also cross service – Parks & Countryside, Facilities Management and CDS which means questions can usually be answered within Partnership meetings. Independent mediation as a starting point Regular face to face meetings facilitated building of trust and relationships. Longer time between meetings at the beginning impeded this process. Consultation results showed that SCC/community/operator requirements for the restoration and refurbishment are for the majority in alignment. Could, quicker more consistent conversations with community earlier on have allowed informal working in partnership to start sooner?

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	Partnership members, and more successful and far reaching as a result.	<ul style="list-style-type: none"> • Officers built on the Partnership work of the Sheffield Street Tree Partnership and the General Cemetery Oversight and Advisory Group • Partnership agreed on a vision statement which agreed a common goal for all partners
<p>Sheffield Street Tree Strategy</p> <p>Work through the Sheffield Street Tree Partnership to co-produce a new Strategy to manage Sheffield’s street trees, as part of building relationships following the street tree disputes</p>	<ul style="list-style-type: none"> • Mediated talks to build trust • Broad partnership group with stakeholders and expertise and independent chairing • In person focus across the early phase • Open approach to meetings through sharing platforms • Final Strategy subject to and adjusted in response to broad consultation 	<ul style="list-style-type: none"> • There are benefits to investing time and effort in building trust – this means progress may be slow at the start but is worth it • Face to face contact matters for building trust • Openness and honesty, and flexibility to try different approaches, are critical to making progress