

Our Council Transitional Committee

Thursday 14 October 2021 at 4.00 pm

Town Hall, Sheffield, S1 2HH

The Press and Public are Welcome to Attend

Membership

Councillor Dawn Dale
Councillor Zahira Naz
Councillor Christine Gilligan
Councillor Penny Baker
Councillor Simon Clement-
Jones
Councillor Peter Garbutt
Councillor Julie Grocutt
Councillor Bryan Lodge
Councillor Cate McDonald
Councillor Colin Ross

PUBLIC ACCESS TO THE MEETING

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. 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 Transitional 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.

PLEASE NOTE: Meetings of the Transitional Committee have to be held as physical meetings. If you would like to attend the meeting, you must register to attend by emailing committee@sheffield.gov.uk at least 2 clear days in advance of the date of the meeting. This is necessary to facilitate the management of attendance at the meeting to maintain social distancing. In order to ensure safe access and to protect all attendees, you will be asked to wear a face covering (unless you have an exemption) at all times when moving about within the venue.

It is also recommended that you undertake a Covid-19 Rapid Lateral Flow Test within two days of the meeting. You can order tests online to be delivered to your home address, or you can collect tests from a local pharmacy. Further details of these tests and how to obtain them can be accessed here - Order coronavirus (COVID-19) rapid lateral flow tests - GOV.UK (www.gov.uk). We are unable to guarantee entrance to observers, as priority will be given to registered speakers. Alternatively, you can observe the meeting remotely by clicking on the 'view the webcast' link provided on the meeting page of the website.

If you require any further information please contact Rachel Marshall email rachel.marshall@sheffield.gov.uk

**OUR COUNCIL TRANSITIONAL COMMITTEE AGENDA
14 OCTOBER 2021**

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** (Pages 5 - 8)
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting** (Pages 9 - 10)
To approve the minutes of the meeting of the Committee held on 7th July 2021.
- 6. Introduction to Transitional Committees** (Pages 11 - 16)
Report of the Policy and Improvement Officer.
- 7. Customer Experience: Improving our Customer Services** (Pages 17 - 32)
Presentation by Director of Human Resources and Customer Services.
- 8. Work Plan and Ways of Working** (Pages 33 - 36)
Report of Policy and Improvement Officer.
- 9. Public Questions and Petitions**
To receive any questions or petitions from members of the public

NOTE: The next meeting of Our Council Transitional Committee will be held on Thursday 11 November 2021 at 4.00 pm

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

SHEFFIELD CITY COUNCIL

Our Council Transitional Committee

Meeting held 7 July 2021

PRESENT: Councillors Penny Baker, Simon Clement-Jones, Dawn Dale, Peter Garbutt, Christine Gilligan, Julie Grocutt, Bryan Lodge, Cate McDonald, Zahira Naz and Colin Ross

.....

1. APOLOGIES FOR ABSENCE

- 1.1 There were no apologies for absence received from members of the Committee.

2. APPOINTMENT OF CHAIR AND DEPUTY CHAIR

- 2.1 RESOLVED: That Councillors Dawn Dale and Zahira Naz be appointed as Co-Chairs and Councillor Christine Gilligan be appointed as Deputy Chair of the Committee for the Municipal Year 2021/22.

3. DATES AND TIMES OF FUTURE MEETINGS

- 3.1 RESOLVED That meetings of the Committee be held as and when required on dates and times to be determined by a Co-Chair.

This page is intentionally left blank



Report to Our Council Transitional Committee

14th October 2021

Report of: Policy & Improvement Officer

Subject: Introduction to Transitional Committees

Author of Report: alice.nicholson@sheffield.gov.uk

At its Full Council meeting in May 2021, Sheffield City Council established 4 Transitional Committees on a politically proportionate basis, including representation from Executive Members; to help the Council begin to work within a system where all parties' views are taken into consideration when making decisions or setting policy, as we move towards implementing a Committee System in May 2022.

As Transitional Committees are now beginning their first round of formal meetings, it's a helpful introduction and starting point to set out the role and purpose of Transitional Committees, to ensure a shared understanding as the Committees begin their work.

The attached briefing sets out what Transitional Committees are, how they are intended to work and how they relate to other structures within the Council for the Committee to discuss, note and draw on as it starts to develop work plans and ways of working.

The 4 Transitional Committees are Communities and Neighbourhoods, Education Health and Care, Climate Change, Economy and Development, and Our Council, they align with the four chapters in the Our Sheffield One Year Plan agreed by the Co-operative Executive 21st July 2021, it can be found at this link: <https://democracy.sheffield.gov.uk/mgConvert2PDF.aspx?ID=45712>

The Committee is being asked to:

Note the Transitional Committees Briefing.

This page is intentionally left blank

Transitional Committees Briefing

What are Transitional Committees (and what are they not)?

Transitional Committees (TCs) are being introduced to provide an early opportunity for Members to work on a cross-party basis in advance of decisions being made. This is the way decisions will be taken once Sheffield's Committee system is introduced (May 2022).

The TCs are somewhat different to the committees within a Committee system as they are purely advisory, not decision-making. This is not an organisational choice, it's the way the law works. Whilst we are operating within a Strong Leader model of governance, decisions can only be taken by the Executive Members and they can total no more than 10.

Transitional Committees are

- advisory
- temporary
- not a shadow committee
- a space to improve how cross-party engagement works in decision-making
- a conduit for consideration of local issues arising via Local Area Committees (LACs)
- a space to pilot new ways of working

Some councils going through this transition convene their future decision-making committees ahead of the formal change of governance but call them 'shadow' committees. They typically continue their work with similar membership once the new arrangements come into place.

Sheffield's TCs are not shadow committees. They serve a particular and temporary purpose, as above (from September 2021 to May 2022).

New ways of working

The TCs can decide how they will work together, and how they work with partners and communities. They may therefore end up working in quite different ways to each other. Testing or piloting new ways of working will have to be fast and focused. Each TC only has time to meet about half a dozen times before they are disbanded.

Some of the sorts of ideas which could be tested include

- Co-opting non-councillors onto committees
- Applying best practice for policy development from Scrutiny practitioners eg single-day multi-stakeholder workshops, Task and Finish groups, commissioning research, site visits, public calls for evidence.
- Deliberative participation techniques e.g. short-term or long-term advisory groups of stakeholders, or citizens assemblies.

These ways of working will provide valuable evidence and feedback, particularly regarding ways of working, to help the Governance Committee decide on the final model. Recommendations will be made to Full Council prior to the transition to the Committee system of governance in May 2022.

The Scrutiny team have been working with the Executive Members and the chairs and deputy chairs of the TCs to finalise their work plans (based on the Council's One Year Plan). This has been happening in advance of the first public meetings, taking place towards the end of September.

Transitional Committees and the public

TCs provide an opportunity to demonstrate to the people and communities of Sheffield that we are committed to trialling new ways of working to inform the design of the new Committee model. They will be of particular interest to our informed and engaged stakeholders who will be keen to see how they work in practice, what opportunities they create for public involvement and how the learning will inform the next steps.

A commitment to openness and transparency will therefore be vitally important, particularly in how the TCs work will with the Co-operative Members individually and collectively.

Transitional Committees and the Co-operative Executive

The relationship between TCs and individual members of the Co-operative Executive will be key. As the TCs are advisory, they should operate hand-in-hand with the Co-operative Executive and expect them to be present at most meetings.

In order to add value to real decisions, the TCs work plans will need to be largely aligned with the Co-operative Executive's forward plan, along with items arising from LACs for example (see below). However TCs remain autonomous and can decide how to prioritise their time between these various issues and how to approach each one.

Transitional Committees and Local Area Committees

The new LACs are decision-making committees, where each Elected Member of a LAC has a say in the decisions it makes. Powers have been devolved to the LACs, and officers assigned to support them, to ensure that they can begin to operate with some autonomy from September 2021.

The LACs will have a relationship with the TCs as they can refer matters that they consider to be more of a city-wide issue to the relevant TC. As the TCs are advisory, they will not be able to take a decision on the issue, but they may decide to commission work to consider whether this is a city-wide issue or if they receive enough referrals they may just move directly to advising the Co-operative Executive of the issue arising.

Transitional Committees and Scrutiny Committees

Scrutiny is a required part of the executive model of governance and therefore Scrutiny Committees will continue during this year. However, there will only be three Scrutiny Committees this year as opposed to the five that we have had in previous years.

These will be focused on scrutinising the performance and delivery of council services and undertaking statutory responsibilities on topics such as health service changes and community safety. They will not generally undertake policy development activity as they would have in previous years – this space is expected to be occupied by the TCs. To use the relevant jargon: Scrutiny committees will undertake 'scrutiny' or 'post-decision' work but TCs will primarily cover the 'overview' or 'pre-decision' work.

Scrutiny is not a required part of the future Committee system, but it can be included. The Governance Committee will make recommendations to Full Council about whether or how scrutiny and call-in functions should be part of our new Committee system.

It is likely that TCs will find themselves wanting to do work which feels like scrutiny activity. In order for TCs to stay focused, this type of thing should probably be referred to the relevant Scrutiny Committee. This ought to be considered on a case-by-case basis in case there is value in piloting the work in a different setting.

Each of the Scrutiny Committees will also continue to have the ability to call-in decisions made by the Co-operative Executive, Individual Executive Members or LACs

Senior officers and Transitional Committees

It is expected that there will be a formalised and strong relationship between specific senior officers and each TC. Work is underway to define which senior officer or officers should be the lead contacts for each TC and on what basis to align them with TCs.

This page is intentionally left blank

Improving our Customer Services

Transitional Committee briefing

The range of services we deliver

The below is a sample of access points within different council departments and teams. It is not exhaustive, but indicates the range of services the council provides:

- Adults First Contact
 - Children's Safeguarding
 - Children Looked After
 - Convening
 - Independent Reviewing Service
 - Leaving Care Service
 - City Wide Care Alarms
 - Education
 - Free School Meals
 - Information Services School Support
 - OOH Adults
 - OOH Children's
 - SCAS
 - Short Breaks
 - Short Term Intervention Team
 - Special Educational Needs
 - Elections
 - Events
 - Highways
 - Public Health Sheffield – Other
 - Public Health Sheffield – Schools
 - Blue Badge and Travel Permit
 - Register Office
 - Track and Trace
 - Business Sheffield
 - Environmental Regulatory Services
 - Housing and Repairs Default
 - Housing Event
 - Housing General
 - Housing Rents
 - Housing Solutions
 - Local Assistance Scheme
 - Lifts Daytime
 - Medico Legal Service
 - OOH Environmental
 - OOH Homeless
 - OOH Lifts
 - OOH Repairs
 - Parking
 - Parking Services Admin Team
 - Parks and Countryside
 - Environmental
 - Building Control
 - Licensing
 - Parking Services Control Room
 - Planning Service
 - Planning Local Plan
 - Property Services
 - Repairs Appointment
 - Repairs Gas
 - Repairs New
 - Repairs Other
 - Repairs Priority
 - Housing Repairs Service & Lift Emergency Line
 - Business Rates
 - Revs & Bens Back Office – ICAM
 - Revs and Bens Discounts
 - Revs and Bens Appointments
 - Revs and Bens Auto Agents
 - Revs and Bens Benefits General
 - Revs and Bens Change of address
 - Revs and Bens Council Tax General
 - Revs and Bens Direct Debits
 - Revs and Bens Events
 - Revs and Bens PDSA
 - Revs and Bens Priority
 - Revs and Bens Self Serve
 - Revs and Bens Summons
 - Switchboard
 - Complaints
 - Feedback & Complaints
 - Fulfilment
 - Contact Centre
 - Children's Strategy and Commissioning – Training
 - Information Services Liquid Logic Support
 - OOH Corporate Repairs
 - Members Support
 - Public Health Sheffield – Admin
 - Creditors Revs & Bens
 - HR Service
 - IT Helpdesk
-

What people in Sheffield have told us

2019 customer survey - over 2400 responses from online and face to face sessions (to avoid digital exclusion)

Focus groups and one to ones interviews with staff

Key feedback points:

- People want help whichever way they contact us ('no wrong door')
- We build our systems and processes to suit the Council rather than our customers
- The majority find it hard to get through on the telephone and want to do more things online
- Our targets and measures don't match customer's expectations

What people in Sheffield have told us

“I was on the phone all day waiting to speak to someone. I can afford to do that, but not everyone can”

Citizen, Welfare Reform Project

“People want to do things at a time that suits them, on the website it’s sometimes hard to find things...we should be aiming for a first-time fix.”

“I have always got to everything – make the first call – chase up – it’s exhausting dealing with the council”.

Members task & Finish group

Customer Survey respondent

“Engage more with the people of Sheffield who use the services. Start thinking about how things could be better rather than just (doing) what you’ve always done. Be ambitious.”

Customer Survey response

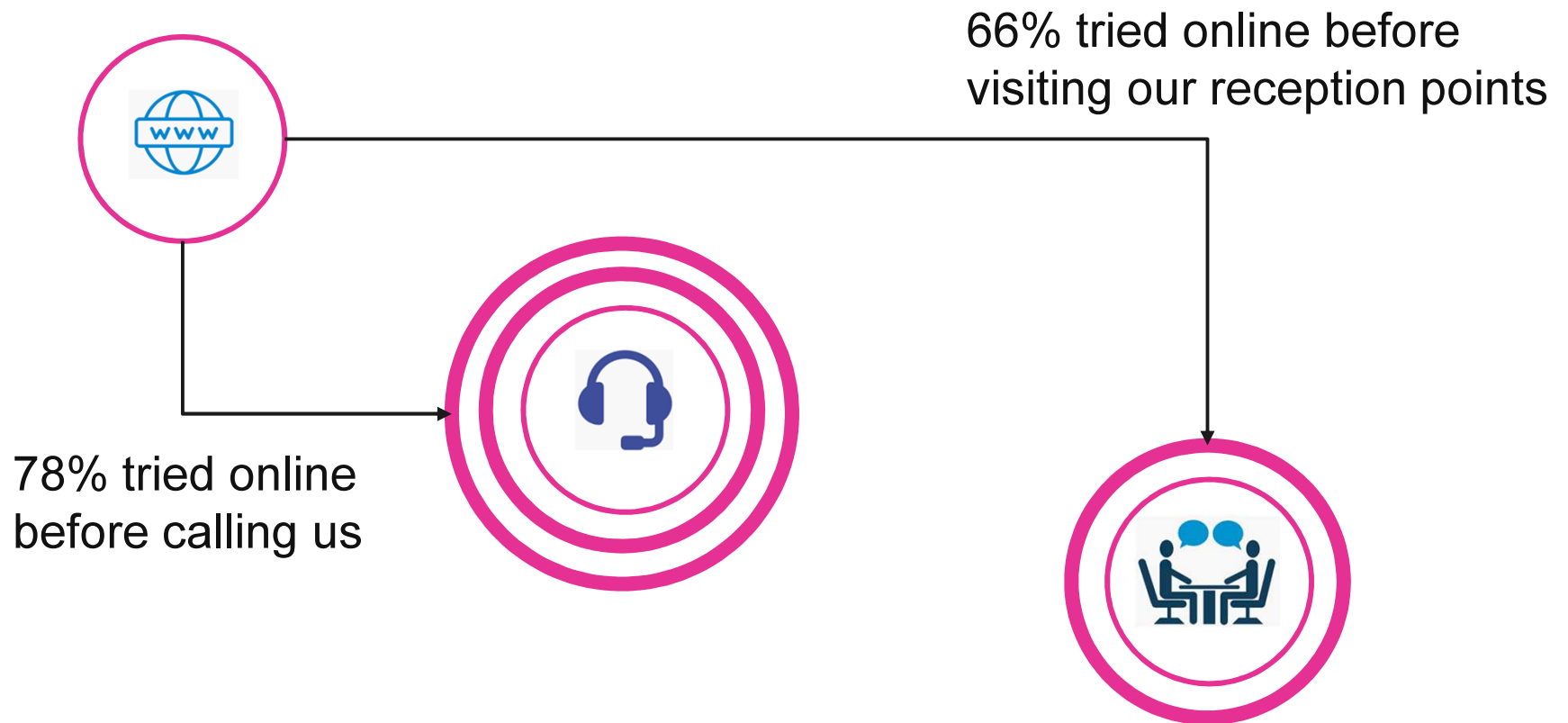
Previous efforts in this area

Changes have been made to some services and our online offer.

- New Council website, designed around user needs following best practice principles;
- Customer-friendly online forms available; implemented for some services;
- End-to-end services for most highways customer interactions and some other areas;
- Development of new customer-focused service models for fostering and libraries; and
- Enhanced payments capabilities.

While some progress has been made, delivery of these objectives to date has **tended to be done in silos and we still have a disjointed and frustrating customer experience**. We need to offer people more choice and online options and support our staff to do this.

People call and visit when they can't do things online



What could we do?

Suggested approach to improvement

- Put customers and front line staff at the centre of service design
 - Take the perspective of our customers and not a 'silo' or service based view
 - Make it easier for customers to talk to us and receive services whenever and however they prefer to
 - Take advantage of new technologies and make sure we manage our resources effectively
 - Make sure that when customers contact us they can get what they need in that first point of contact or in as few steps as possible, and that we keep them regularly updated along the way
 - Support our customers to do more tasks online
 - Design digital services that are based on user (not organisation) needs
-

What could customer experience be like?



Online – easy, self-service, useful, wide range of services available

What could customer experience be like?



In Council Offices – welcoming, experienced staff, proactive

What could customer experience be like?



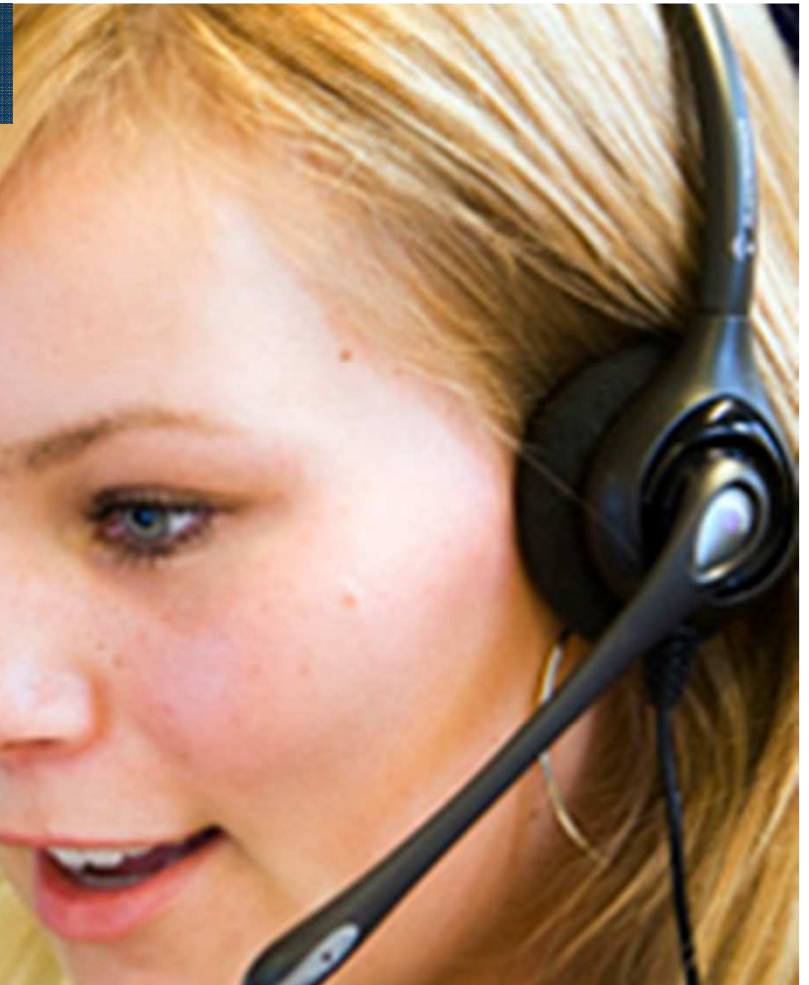
On the telephone – meet customers need, helpful, proactive

What could staff experience be like?

Page 28



Frontline Staff – access to information, empowered, trained, satisfied









What could our partner's experience be like?



For the Council's partners – collective focus on outcomes, joined up

What Difference will this make and how will we measure it?

- Reduced complaints about chasing updates
- Shorter call times and more time to fix problems on calls with customers
- Staff better equipped to respond to customers needs
- Less short visits to websites that aren't useful
- More options for people to access services - requesting and tracking things online
- Shorter distances for people to travel to access services

	Understanding our customers	Join up information in our systems to share a more rounded view of people's circumstances with staff
	Helping our staff to do their jobs better	We will invest in skills, tools and systems to enable our employees to provide the best possible customer experience
	Designing Services that meet our customer's needs	Speak directly to people that use our services and work with teams to redesign how they deliver services
	Face to Face Access Design	Deliver services more flexibly in communities so people can access services in a convenient location for them (links to Local Area Committees)
	Single Customer Account	An online account where people can view and manage their requests and track progress
	Invest in our Digital Offer	Build capacity to develop services offers and end to end journeys, making use of new technology

This page is intentionally left blank



Report to Our Council Transitional Committee

14th October 2021

Report of: Policy & Improvement Officer

Subject: Work Plan and Ways of Working

Author of Report: alice.nicholson@sheffield.gov.uk

Transitional Committees are being introduced to provide an early opportunity for Members to work on a cross party basis, advising the Executive in advance of decisions being made, as we make the transition to a Committee System in 2022/23.

Ways of Working

A key role of the Transitional Committee is to trial new ways of working, and use the feedback from this to help the Governance Committee decide on the final model, including ways of working, to recommend to Full Council prior to the transition to the Committee system of governance in May 2022. Each Committee will decide how to work together, and with partners and the Community.

Work Plan

Transitional Committees are advisory to the Co-operative Executive. It is therefore important that the workplans focus on key topics for the administration, aligned to the One Year Plan; and are achievable within the capacity of Transitional Committees – approximately 6 meetings during 2021/22. Transitional Committee Chairs and Executive Members have been in discussion about priorities for Transitional Committee consideration, and these are set out in the attached draft work plan. The agenda today includes verbal updates from Executive Members and Officers on several pertinent issues, these could inform ways of working and a priority work area. The work plan will come to each meeting of the Transitional Committee for consideration and discussion.

The Committee is being asked to:

Consider and inform ways of working and comment on the draft work plan for the Our Council Transitional Committee.

Transitional Committee 1 – Our Council Meeting Dates 2021: 14th October @ 4:00pm; 11th November @ 4:00pm; 9th December @10:00am Chair: Zahira Naz & Dawn Dale. Deputy: Christine Gilligan-Kubo Exec Members: Terry Fox, Julie Grocutt, Cate McDonald Senior Lead Officer: Eugene Walker, Executive Director of Resources		
Draft Work Plan		
Our Future Approach to Priority Budgeting	Discussion on longer term priorities that will inform priority based budgets.	Discussion with Executive Member for Finance & Resources and Head of Policy & Partnerships. October 14th meeting
Customer Experience	<p>To advise on how we can deliver the One Year Plan commitment to improve customer experience.</p> <p>Initial briefing session on aims, objectives, progress and priorities re Customer Experience Programme – leading to development of Committee’s focus and approach.</p>	<p>Briefing and discussion with Executive Member for Finance & Resources, and Director of HR and Customer Services</p> <p>October 14th meeting</p>
Performance Management	To advise on how we can deliver the One Year Plan commitment to establish a robust performance approach and culture in the organisation to drive improvement, accountability and deliver better services for Sheffielders.	November meeting

This page is intentionally left blank