

# **Governance Committee**

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**Thursday 8 December 2022 at 2.00 pm**

**Town Hall, Sheffield, S1 2HH**

**The Press and Public are Welcome to Attend**

## **Membership**

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Councillor Julie Grocutt  
Councillor Sue Alston  
Councillor Penny Baker  
Councillor Christine Gilligan  
Kubo  
Councillor Dianne Hurst  
Councillor Mark Jones  
Councillor Mary Lea  
Councillor Mike Levery  
Councillor Bryan Lodge  
Councillor Joe Otten  
Councillor Mick Rooney

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## PUBLIC ACCESS TO THE MEETING

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The Governance Committee is leading on work to transition to a committee system of governance from May 2022. It is a politically proportionate Committee which will be tasked with oversight of the transitional work and will approve the recommendations to be made to Full Council.

The Committee will be outward facing. The Council will not be working in isolation on this project but will seek input from outside the organisation, ensuring citizens are engaged and are provided with opportunities to help shape this programme of work. The Council will also be engaging the professional support of agencies such as the Local Government Association, the Centre for Governance and Scrutiny and Monitoring Officers from other local authorities which have recently transitioned or are about to transition to a Committee system. This will ensure the Council is supported through this period and learns from best practice to ensure that the system implemented in Sheffield responds to the needs of our City.

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 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 Governance 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 Governance 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](mailto: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](http://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 Jay Bell email [jay.bell@sheffield.gov.uk](mailto:jay.bell@sheffield.gov.uk).

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**GOVERNANCE COMMITTEE AGENDA  
8 DECEMBER 2022**

**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** (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 - 18)  
To approve the minutes of the meeting of the Committee held on 10 November 2022.
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public.
- 7. Governance Review Update** (Pages 19 - 22)  
Presentation by the Interim Director of Legal and Governance
- 8. Grants, loans, and guarantees: delegation review** (To Follow)  
Report of the Assistant Director of Legal and Governance
- 9. Date of Next Meeting**  
The next meeting of the Committee will be held on 12 January 2022

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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 Policy Committees, 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 Standards Committee in relation to a request for dispensation.

Further advice can be obtained from David Hollis, Interim Director of Legal and Governance by emailing [david.hollis@sheffield.gov.uk](mailto:david.hollis@sheffield.gov.uk).

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Governance Committee

Meeting held 10 November 2022

**PRESENT:** Councillors Sue Alston (Deputy Chair), Penny Baker, Christine Gilligan Kubo, Dianne Hurst, Mary Lea, Mike Levery, Bryan Lodge and Joe Otten

**1. APOLOGIES FOR ABSENCE**

1.1 Apologies for absence was received from Councillors Julie Grocutt and Mick Rooney.

**2. EXCLUSION OF PUBLIC AND PRESS**

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

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest made at the meeting.

**4. MINUTES OF PREVIOUS MEETING**

4.1 **RESOLVED:** That the minutes of the meetings held on 06 October 2022 were agreed as an accurate record.

**5. PUBLIC QUESTIONS AND PETITIONS**

5.1 The Committee received the following public questions, prior to the meeting. These questions responded to by the Head of Policy and Partnerships, as set out below:

5.2 Nigel Slack

Q1 Are the 7 themes and 15 core questions of this review manageable within current capacities (physical & financial) in the proposed timescale? SCC should avoid making this a wholesale review but choose to look in detail at priority aspects.

Answer: As we set out in the scope for the review and discussed at the last Governance Committee meeting, we recognise that we are still at the very early stages of what is a long-term change for how decisions are made in SCC. Rather

than overhauling the new model, this is about listening and learning from Members, officers and citizens about what has worked well since May and what could be improved as we look to in-build continuous improvement our governance.

Q2 Working Practices - The first 7 questions on this theme are reasonably robust and are largely for internal consideration. However, will there also be space for asking the public and stakeholder bodies whether their experience feels any different and more in line with the Nolan principles?

Answer: Yes, that we are keen to understand how the change to Committee System feels for citizens and reflects the principles and ambitions that were agreed as part of the Transition to Committees project last year.

Q3 Capacity & Resource – Questions 7& 8 are important, however, we all know in this city the dire state of the City's finances. Will this theme therefore also consider ways of working that may provide more capacity to deliver these aims for the same money?

Answer: Local Government in England is under major financial pressure and Sheffield City Council has a significant budget challenge. The budget process is ongoing and alongside this, we will look to maximise the efficiency of the new governance system to improve the experience for citizens, Members and officers.

Q4 Overall Structure – This clearly calls for a well written (plain English) and well-defined set of guidelines. I was working through this method of guidance for committee members way back in my charity management days in the 80's. This should be particularly important for Chairs, in guiding their behaviour away from the one person rules all practices of the Cabinet model. Is there or, will there be, a useful handbook for all members after this process?

Answer: We are launching the review today, looking at what has worked well, what could be improved and the solutions we could implement to improve the model for all involved. We don't want to jump straight to solutions at this stage but we'll capture your idea for later in the review.

Q5 Decision Making and Delegation – My conversations with Officers & Members suggest a lot of current decisions are being made to catch up on time lost during the last 2 years of lockdowns etc. Can we look at ways of signalling to public as well as members where this

is the case, compared to the new policy development work being undertaken?

Answer: It's likely the picture is mixed across the Policy Committees but the review help us evidence and understand what is working well within PCs, what the balance of work and activity has been, where new policy development is happening and how Members and officers are managing decisions.

Q6 Citizen & Community Engagement – (NB please avoid the use of 'customer', 'client', 'consumer' etc. - we are residents or citizens, thanks you) – With Question 13, it seems clear the proposed 'triage' system for public questions is not working effectively. It is important for the public perception of how their questions are being taken seriously that they are directed to the best committee to respond to the question. We discussed at the transition design stage that this should not be about refusing to put questions to the committee the member of the public wants but in offering advice about where that question may be most effectively asked.

In the review of this issue can a clear set of guidelines be created (flowchart?) to help committee staff to advise the public? Can it be made clear to the public at what point responsibilities move from one committee to another, i.e. Regeneration to Housing or Governance to S&R?

Answer: In the scope that is set out in Item 7, there two areas looking at Public Questions specifically and it is an issue where Members, citizens and officers would like to see improvements quickly through the review. Again, we don't want to pre-determine solutions here but the Review presents a good opportunity to reassess how the process around Public Questions works and the advice to citizens.

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Q7 Direct Citizen & Stakeholder Engagement – Although commented on in the Review Aims 2. this issue appears to have slipped through the gaps. One of the key outcomes of the transition design process was the 'Engagement Toolkit' listing some 14 or more means by which Policy Committees were expected to engage with persons other than members in their development processes. Can this review ensure that the way the toolkit has been used to date has been effective (if it has been used at all) and how to encourage Policy Committees to use the expertise of stakeholders and residents in their work?

(i.e.- How many co-opted members, invitations to give evidence, etc. have been utilised?)

Answer: Public engagement is a fundamental review, particularly looking how Committees have undertaken this to

date and how Committees can continue to develop and improve their connection to communities. There is strong interconnection here between the type of activity undertaken by Policy Committees to date.

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## **6. 6 MONTH REVIEW OF NEW GOVERNANCE ARRANGEMENTS**

6.1 The Committee received a report from the Interim Director of Legal and Governance.

6.2 The Head of Policy and Partnerships, Laurie Brennan introduced the report. He explained that the Governance Committee agreed an outlined scope for how the Committee would carry out the 6-month review of new governance arrangements at the last meeting. The purpose of this report was to further define that scope and approach for the review.

6.3 The proposed scope was based around 7 themes and 15 core questions which were set out in the report. The Business Change Manager, Hannah Matheau-Train gave a summary on each theme. The Committee then asked questions and made comments in respect to those themes.

### **6.4 Theme – Committee Working Practices**

- Question 1 – Are pre-meets and briefings working effectively for all members of a committee?

- Question 2 – Is the preparation for committee meetings and briefings reasonable and proportionate?

- Question 3 – Are the committees adequately supported?

- Question 4 – Have the changes that you can see so far in the committee system delivered on your expectations?

- Question 5 – Are committees undertaking the type of activities pertaining to policy and decision making that they were intended to do?

- Question 6 – Are Local Area Committees (LACs) and committees working well together? Is there anything that can be improved?

6.5 In relation to question 2, a Member of the Committee raised that in some cases, Members were not receiving Policy Committee reports on time. Therefore, it was difficult to prepare for those meetings.

6.6 A Member of the Committee referred to Mr Slack's first question. He agreed that the Council should carry out the review by looking at the

more specific parts of the Committee System that required changes, rather than a wholesale review. He added that the questions in the report were very useful to prompt Members' thinking, although there were many other aspects that were not picked up as part of the report. For example, he believed that substitutes should be allowed to sit on the Strategy & Resources Policy Committee, this was not part of the questions in the report although he hoped that it was a part of the system that the review looked into.

The Business Change Manager agreed the review should identify detailed aspects of the system. She stated that the spirit of this review was for continuous improvement and that the questions outlined in the report would hopefully lead to further detailed points. She anticipated that following the review, the Committee may recommend that specific aspects of the committee system needed a further review.

In response to the point made on substitutions, the Business Change Manager said that such specific points could be highlighted by the Committee. It did not matter if they currently did not fall within the themes or questions outlined in the report.

- 6.7 In relation to question 1 and relating to public engagement, a Member of the Committee mentioned that pre-meetings and briefings for Members might be seen as the Council not been open and transparent to the public.

The Director of Policy and Performance, James Henderson agreed there would be many aspects identified through the review, which were connected in some way. Like the comment made around pre-meetings and Committee meetings, Members should look at the balance between the two and recommend how they think the Committee System would be most effective.

- 6.8 A Member of the Committee referred to the Sub-Committee he sat on and mentioned that they had weekly briefings for the Chair, Deputy Chair and Group Spokesperson. He stated that a lot of detailed work was conducted in those briefings, although sometimes for good reason as there were confidential reports to consider.

- 6.9 A Member of the Committee explained that Group Whips recently met to review the scope of Full Council meetings, as part of their Full Council Review, tasked to them by the Governance Committee. It was mentioned that Group Whips identified an area which could be fed back into this review as part of the piece of engagement. The Member asked that when Officers were engaging with citizens, that they also asked citizens who have attended Full Council for their views and whether it had met their expectations since transitioning to a Committee System.

The Head of Policy and Partnerships agreed this was a good idea therefore would be picked up as part of the public engagement.

- 6.10 A Member of the Committee mentioned that when meetings were being put into Members diaries at short notice, it often meant that they did not have enough time to prepare.

The Head of Policy and Partnerships mentioned that standard meeting practices, and what works best for Members, could be looked at as part of the review.

- 6.11 A Member of the Committee stated that each Committee was working differently when it came to pre-meetings/briefings. Some Committees were not having whole committee briefings therefore Members do not always have all the information until they were at open committee meetings.

6.12 **Theme – Capacity and Resource**

- Question 7 – Do members and officers have the tools to support, deliver and develop in this system?

- Question 8 – How well are we mitigating the risks identified in the Equalities Impact Assessment?

- 6.13 - There were no questions or comments on this theme.

6.14 **Theme – Overall Structure**

- Question 9 – Do the Policy committees have clear remits, are they the right remits and are the links to other committee remits working?

- Question 10 – Are the roles within the committee system clear and working as intended?

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- 6.15 In relation to question 9, a Member of the Committee referred to Planning and Highways Committee which was meeting less regularly in the new system. She asked if this could be raised as part of the review.

The Interim Director Legal and Governance, David Hollis advised that if there was an impact on Policy Committees due to the Planning and Highways Committee meeting less regularly, then this should be looked at in the review.

Another Member of the Committee referred to the recent issues that arose from a previous Planning and Highways Committee. She mentioned that a discussion between Members of that Committee would be beneficial, and that outcomes may be best fed back into the

Governance Committee.

The Head of Policy and Partnerships explained that when the Council transitioned from a Leader and Cabinet Model to a Committee System, Regulatory Committees were not part of that transition and therefore were not part of this review. Although, if Regulatory Committees were impacting Policy Committees and the way they make decisions then the scope was broad enough to look at this issue. He added that a separate piece of work around the issues relating to Planning and Highways may be more practical.

- 6.16 In relation to question 10, a Member of the Committee asked if the role of Group Spokesperson will be defined as part of the review.

The Head of Democratic and Member Services, Jason Dietsch explained that the Independent Remuneration Panel (IRP) was looking at the allowances for Group Spokesperson. They were currently gathering evidence around the role of Group Spokespersons. Once the IRP had made some recommendations, it would be reported to Full Council.

- 6.17 In relation to question 10, a Member of the Committee suggested that the Committee may need to re-visit the role of Co-Chairs and whether they had been operating as intended.

- 6.18 In relation to question 9, a Member of the Committee stated that Licensing polices now came under the Waste and Street Scene Policy Committee. Therefore, the mechanics of this needed to be picked up as part of the review.

The Interim Director Legal and Governance explained that specific licensing polices were always approved by Full Council although policies were passed through Licensing Committee for comment before doing so. Since the transition to the Committee System, licensing policies were now a matter for the relevant Policy Committee which was Waste and Street Scene Policy Committee. He added that whether this process was retained, was something that the Governance Committee could look at as part of the review.

- 6.19 A Member of the Committee asked whether support had been retained when for people transitioning from child to adult services. It was important for those Committees to work together to provide the best possible support for those transitioning.

The Director of Policy and Performance agreed that Committees which shared the same interest needed to have a good working relationship. He mentioned he would explore this further.

- 6.20 The Chair mentioned that the use of task and finish groups and additional sub-committees were not being used to their full potential

in the new system. These cross-cutting issues may be better dealt with through those working groups or sub-committees.

6.21 **Theme 4 – Decision Making & Delegation**

- Question 11 – Are decisions being made effectively and efficiently?

6.22 A Member of the Committee explained the Council's intention when designing the Committee System was to have pre-scrutiny take place in Committees so that Members did not have to scrutinize once a decision was made.

The Interim Director Legal and Governance mentioned there was a cross over between pre-scrutiny and policy development although it was important that issues relating to that came to policy committees, either through briefings or in committee meetings, at the earliest stage possible.

Following a discussion around reviewing policies and decisions, the Committee reflected on question 5 of the report. The Committee agreed to include 'policy review' therefore question 5 would be amended as follows 'Are committees undertaking the type of activities pertaining to policy, decision making and policy review that they were intended to do?'

6.23 **Theme – Citizen and Community Engagement in the Work of Committees & Formal Participation Routes**

- Question 12 – What is working well in terms of engagement for the public with the committee system and are there any gaps?

- Question 13 – What is the volume and nature of public questions and petitions?

- Question 14 – How effective are we at responding to questions and petitions?

6.24 In relation to question 13, the Chair stated that in order to get the most out of that question, then they needed to look at public questions and petitions that go to all committees including Full Council.

6.25 **Theme – Equality, Diversity & Inclusion, Communication & Information Availability**

- Question 15 – How accessible are the committees and the committee outputs?

6.26 A Member of the Committee raised the importance of the quality of the Council's website and ensuring that was accessible to users.



6.27 **Theme – The Constitution**

6.28 A Member of the Committee stated that Members used to have the opportunity to review minutes of meetings through Full Council. He asked if this function should be considered again. This was due to amount of repetition through Members' Questions, if Committee minutes were available for all Members to view, then this could reduce some of that repetition.

The Chair explained that Group Whips, who were tasked with reviewing Full Council operations, could look at this aspect and feedback their views into this Committee.

The Head of Policy and Partnerships agreed he would look back and what was discussed by the Committee previously, and feed that back as part of evidence gathering at a future meeting.

6.29 The Business Change Manager referred to a separate document, which were circulated to Members prior to the meeting. This outlined the key dates of different pieces of work for the review.

6.30 The Business Change Manager explained what work would be carried out following the meeting, and in the build up to the Annual Meeting of the Council in May 2023. This included how Officers intended to engage with Members, Officers, Citizens and Stakeholders through this review.

6.31 A Member of the Committee asked if they needed to put forward a proposal, to ensure that questions relating to Full Council, be picked up as part of the piece of the engagement.

The Interim Director Legal and Governance stated there did not need to be a formal proposal, it just needed to be picked up as part of that engagement work.

6.32 A Member of the Committee asked if that when the survey went out the Members, would there be a deadline and some form of tool that ensured responses were provided by a fair representation of Members.

The Business Change Manager explained there would initially be a deadline to the survey although they would continuously check that responses were coming from a variety of Members from different parties and who had different roles in the Committee System.

6.33 Th Chair mentioned that there could be an opportunity to engage with citizens through the round of Local Area Committees in January 2023.

- 6.34 The Interim Director Legal and Governance thanked Officers for the work they had put into shaping this review.
- 6.35 RESOLVED: That Governance Committee (1) approves the scope and research framework for the review subject to an amendment to question 5 of the report, as outlined at paragraph 6.22 of these minutes; and (2) formally launch the 6-month review of governance and commission officers to put in place the necessary arrangements to carry out the review.

**7. DATE OF NEXT MEETING**

- 7.1 It was noted that the next meeting of the Committee would be held on 08 December 2022.

# Update on Review of New Governance Arrangements.

Governance Committee 8<sup>th</sup> December

# Engagement based on the Review Themes and Key Questions

## Capacity and Resource

Are Policy Committees adequately supported?

Is the preparation for Policy Committee meetings reasonable and proportionate?

Do Members and Officers have the tools and time to support, deliver and develop in the committee system?

## Citizen & Community Engagement and Formal Participation

What is working well in terms of engagement for the public and are there any gaps?

What is the volume and nature of public questions and petitions?

How effective are we at responding to questions and petitions?

## Decision-Making and Delegations

Are decisions being made effectively and efficiently?

## Equality, Diversity & Inclusion, Communication & Information Availability

How well are we mitigating the risks identified in the Equalities Impact Assessment?

How accessible are the Policy Committees and the committee outputs?

## Overall Structure

Do the Policy Committees have clear remits, are they the right remits and are the links to other Committee remits working?

Are the roles within the committee system clear and working as intended?

## Working Practices

Are pre-meets and briefings working effectively for all members of a Committee?

What do members, officers, organisations and the public think has changed between old system and new?

Are Committees undertaking the type of activities pertaining to policy and decision making that they intended to do?

Are LACs and Policy Committees working well together? Is there anything that could be improved?

# Engagement underway

- Engagement underway and planned with 3 key groups – plus desktop research/analysis. Will continue to mid-Jan, at which point Governance Committee will start Action Planning.

**Members** – Online survey launched

Drop-In sessions arranged and 2 attended

Economic Development & Skills – 30<sup>th</sup> November

Strategy & Resources – 5<sup>th</sup> December

LAC Chairs meeting

**Citizens** – Online survey launched + invitation to engage

Publicised through LAC networks, GovDelivery, partner networks

Targeted previous participants in governance work, public questioners

**Officers** – Online survey launched

Structured conversations with various officer groups/networks

## Next Steps..

Desk top research is underway. Engagement activity will continue over the next few weeks with further Member drop-in sessions taking place after each policy Committee:

Education, Children & Families – 13<sup>th</sup> December

Housing – 15<sup>th</sup> December

Transport, Regeneration & Climate – 15<sup>th</sup> December

Adult, Health & Social Care – 19<sup>th</sup> December

Communities, Parks & Leisure – 20<sup>th</sup> December

Waste & Street Scene – 21<sup>st</sup> December

We'll be in touch with Governance Committee members re: taking part in public facing events as plans develop.

## Any questions, comments?