

Decision making in Sheffield: how it currently works

Current Model

- Leader and Cabinet model
- Leader's Scheme of Delegation for Executive functions ("the Scheme")
- Full Council (and committees) for non-Executive functions
- Functions (as to Executive or non-Executive defined by Regulations)

- Appointed by the Leader from the membership of the Council
- Minimum of 2 and maximum of 9 to create a Cabinet of no more than 10 members
- 12 meetings of Cabinet held in 2018/19

Executive Decisions

The Scheme generally delegates decision making to the Chief Executive but reserves certain functions to one or more of the following:

- Cabinet (or a committee of Cabinet);
- Individual Cabinet Members;
- Named Officers

Key Decisions

Defined by the Constitution as:

- A decision that has a significant impact on budget; or
- Is significant in terms of its effect on communities living in two or more wards in the City.
- Applies to all decision makers

Volumes since May 2018

Decision maker	Number of decisions
Cabinet	201
ICM	91
Officer (significant enough to be recorded)	111

Members' allowances relating directly to this model

Post	No of Members	Allowance (£)	Total paid (£)
Cabinet Member	8	9,545.35	76,362.80
Chairs of Scrutiny	4	7,890.82	31,563.28
Cabinet Advisers	10	4,359.04	43,590.40

Political Proportionality in 2019/20

Group	No of members	Percentage (%)
Labour	49	58.34
Liberal Democrat	26	30.95
Greens	8	9.52
Other	1	1.19

Minimum requirements for a committee model

- A committee with 6 or more seats provides representation for all groups
- 84 seats required to provide each Member with at least one seat
- This (actually 86) could be achieved via:
 - A Planning Committee (13 seats);
 - A Licensing Committee (15 seats)
 - A Scrutiny Committee (13 seats)
 - 3 further Committees (15 seats each)

Role of scrutiny

What is the role of Scrutiny?

Centre for Public Scrutiny – 4 Principles of effective scrutiny:

- Provides ‘critical friend’ challenge to executive policy makers and decision makers
- Enables the voice and concerns of the public and its communities
- Is carried out by independent minded governors who lead and own the scrutiny process
- Drives improvement in public services and finds efficiencies and new ways of delivering services

How does Scrutiny work in Sheffield?

- 5 Scrutiny Committees
- Cross party, politically proportionate
- Additional membership on some Committees eg statutory co-optees on CYPFS Scrutiny Committee and HealthWatch as observer on HCASC Scrutiny Committee
- Sub/Regional Scrutiny structures for health and Sheffield City Region.

**Overview and
Scrutiny
Management
Committee**

**Children, Young
People and
Family Support**

**Economic and
Environmental
Wellbeing**

**Healthier
Communities &
Adult Social
Care**

**Safer &
Stronger
Communities**

What can Scrutiny do?

- Pre-legislative Scrutiny
- Call-in of decisions
- Task and finish groups
- Performance Monitoring
- Additional powers around scrutiny of NHS funded services
- Make recommendations to decision makers.

How does Scrutiny operate in Sheffield?

- Meet formally in public, at least 6 times a year
- Opportunity for members of the public to attend and ask questions and present petitions
- Request information and attendance from Cabinet Members, Council Officers and officers from other organisations operating in Sheffield
- Invite 'witnesses' to come and give evidence
- Getting out of the Town Hall and speaking to people

How people can get involved

- Work Planning – bringing issues to Scrutiny’s attention
- Asking public questions and presenting petitions at formal meetings
- Responding to ‘Calls for Evidence’
- Being a witness at a formal meeting
- Talking to Scrutiny Councillors as part of their evidence gathering process.

Effective scrutiny – importance of culture

New [Government guidance](#) on local scrutiny identified several areas that are key to a strong culture of scrutiny:

- Recognising Scrutiny's legal and democratic legitimacy
- Identifying a clear role and focus
- Ensuring early and regular engagement between the executive and scrutiny
- Managing disagreement
- Providing the necessary support (resources)
- Ensuring impartial advice from officers
- Communicating scrutiny's role and purpose to the wider authority
- Maintaining the interest of Full Council in the work of the scrutiny committee
- Communicating scrutiny's role to the public
- Ensuring Scrutiny Members are supported in having an independent mindset

Areas where we could enhance the role of scrutiny

Initial steps:

- Training, learning and development
- Better guidance
- Encourage more creativity & innovation
- Engaging citizens in the work of scrutiny
- Increasing focus on other public services

Areas where we could enhance the role of scrutiny

Wider changes to consider

- More intensive learning and development support to Councillors (especially through induction)
- Designed-in pre-scrutiny
- Increased policy development role
- Role of Scrutiny Committee chairs
- More independent voices (co-optees etc)