



## Report to Strategy & Resources Committee

**5 December 2022**

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**Report of:** Director of Legal and Governance

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**Subject:** Committee Work Programme

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**Author of Report:** Craig Rogerson, Principal Democratic Services Team Manager

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### **Summary:**

The Committee's Work Programme is attached at Appendix 1 for the Committee's consideration and discussion. This aims to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee.

Any changes since the Committee's last meeting, including any new items, have been made in consultation with the Chair, and the document is always considered at the regular pre-meetings to which all Group Spokespersons are invited.

The following potential sources of new items are included in this covering report, where applicable:

- Questions from the public (where notified sufficiently in advance)
- Petitions to this committee, including those referred from Council
- References from Council or other committees (statements formally sent for this committee's attention)
- A list of issues, each with a short summary, which have been identified by the Committee or officers as potential items but which have not yet been scheduled (the source of the items is specified)

The Work Programme will remain a live document and will be brought to each Committee meeting.

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## Recommendations:

1. That the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;
2. That consideration be given to the further additions or adjustments to the work programme presented at Part 2 of Appendix 1;
3. That Members give consideration to any further issues to be explored by officers for inclusion in Part 2 of Appendix 1 of the next work programme report, for potential addition to the work programme; and
4. that the referrals from Council (petition and resolutions) detailed in Section 2 of the report be noted and the proposed responses set out be agreed.

**Background Papers:** None

**Category of Report:** Open

## COMMITTEE WORK PROGRAMME

### 1.0 Prioritisation

1.1 For practical reasons this committee has a limited amount of time each year in which to conduct its formal business. The Committee will need to prioritise firmly in order that formal meetings are used primarily for business requiring formal decisions, or which for other reasons it is felt must be conducted in a formal setting.

1.2 In order to ensure that prioritisation is effectively done, on the basis of evidence and informed advice, Members should usually avoid adding items to the work programme which do not already appear:

- In the draft work programme in Appendix 1 due to the discretion of the chair; or
- within the body of this report accompanied by a suitable amount of information.

### 2.0 References from Council or other Committees

2.1 Any references sent to this Committee by Council, including any public questions, petitions and motions, or other committees since the last meeting are listed here, with commentary and a proposed course of action, as appropriate:

Issue	Tackling the Stigma of Menopause and Period Poverty
Referred from	Council (2/11/22)
<i>Details</i>	Extract from Council resolution:  (v), calls on the Chief Executive to report to the Strategy and Resources Policy Committee, within the next three months, on plans to incorporate the GMB Menopause Smash the Stigma Workplace Policy, including the following:- (i)preventing women being disadvantaged at work because of their symptoms and because of the stigma of discussing menopause at work; (ii)adopting a supportive workplace model which includes manager and staff training on issues around menopause,

	<p>including through the GMB, to all members of staff in work time over a 12-month period;</p> <p>(iii) adopting a more progressive and inclusive approach to supporting those who experience menopause; (iv) to make Sheffield a period aware city, looking at how period poverty, shame and inequality can be addressed across the Council's areas of work and developing a "Period Equality Charter" outlining what this means for different policy areas;</p> <p>(v) looking at period poverty as part of the cost-of-living crisis, exploring ways to supply free period products, calling on schools to join the Government's free period products scheme and promote the scheme to pupils;</p> <p>(vi) exploring what efforts the Council may be able to undertake to support and coordinate existing efforts and donations of period products to increase their impact and integrating efforts into the cost of living response;</p> <p>(vii) calling on the Government to fund provision of free period products in all public buildings;</p> <p>(viii) consider adopting a relevant HR policy as a council, e.g. menstrual leave policy, and to encourage other local businesses and organisations to make the same commitments; and</p> <p>(ix) ensuring that at future corporate-level collective bargaining negotiations, provisions are made to accept and integrate the recommendations of the GMB Smash the Stigma Workplace Policy into Council policy and procedures; and</p> <p>(w), also calls on the Chief Executive to report to the Strategy and Resources Policy Committee, within the next three months, to:-</p> <p>(i) examine the feasibility of providing free period products in public toilets and other public buildings, including the Town Hall and community centres, including exploring whether any free disposable or reusable period products provided by the Council can be sustainably sourced;</p> <p>(ii) publicise the provision of free period products and reusable period products, such as moon cups, through Council communication channels; and</p> <p>(iii) write to the Minister for Women and Equalities, calling on the UK government to make period products free and available to all who need them across England, as has been done in Scotland and Wales.</p>
<i>Commentary/ Action Proposed</i>	That this issue be added to the Policy Committee Work Programme
Issue	Representation on the Charity Trustee Sub-Committee

Referred from	Referral to the to the Charity Trustee Sub-Committee from South Local Area Committee
<i>Details</i>	The South Local Area Committee on 11 October 2022 discussed representation on the Charity Trustee Sub-Committee. Councillor Ian Auckland said he was in favour of local Councillors, especially LAC Councillors being involved in the management of Graves park and being appointed Trustees of the park, alongside community involvement. He referred to the Council's Constitution under Part 4G of the Area Committee procedure rules which states that "it is possible for a local area committee to refer to a Committee of the Council any item of business that is discussed at a meeting" and suggested that this be referred to the appropriate Committee. This was put to South LAC Committee, who agreed that this suggestion should be referred to the appropriate Committee.
Commentary/ Action Proposed	That the Charity Trustee Sub-Committee be requested to receive the views of the South LAC at it's next meeting to consider the future of the Café Building upon receipt of the reports of the detailed survey work being undertaken and of guidance from the Charity Commission on options in relation to the future of the Building.
Issue	Rose Garden Café, Graves Park
Referred From	Council (2/11/22) to the Charity Trustee Sub-Committee
	Petition Requesting the Council to Ensure that Rose Garden Café, Graves Park, is Funded, Repaired and Remains Open (x2 petitions)
Commentary/ Action Proposed	To note that as agreed by Council the petitions be submitted to the Charity Trustee Sub-Committee

### 3.0 Member engagement, learning and policy development outside of Committee

3.1 Subject to the capacity and availability of councillors and officers, there are a range of ways in which Members can explore subjects, monitor information and develop their ideas about forthcoming decisions outside of formal meetings. Appendix 2 is an example 'menu' of some of the ways this could be done. It is entirely appropriate that member development, exploration and policy development should in many cases take place in a private setting, to allow members to learn and formulate a position in a neutral space before bringing the issue into the public domain at a formal meeting.

2.2 Training & Skills Development - Induction programme for this committee.

Title	Description & Format	Date
	None to report	

## Appendix 1 – Work Programme

### Part 1: Proposed additions and amendments to the work programme since the last meeting:

<b>New Items</b>	<b>Proposed Date</b>	<b>Note</b>
Budget 2023/24	S&R 24/1/23	To allow further discussions on the budget.
Response to the Peer Review	S&R 24/1/23	
Corporate Performance Report	S&R 24/1/23	Six monthly overview of performance against the organisation's key priorities
Civic Honours for Sheffield	S&R 5/12/22	To relaunch the existing civic honours so that we have an open, accessible and clearly understood way of honouring and celebrating the people who have made a significant contribution to life in Sheffield and its communities. This includes Civic Awards, Sheffield Legends and the Freedom of the City.
Asylum Dispersal Grant and Usage	S&R 5/12/22	
Low Traffic Neighbourhood Schemes Review	TBC	Report setting out current and recently completed Low Traffic Neighbourhood Schemes with a brief overview of any delivery issues (including local resident engagement) and recommending scope for a review by the TRC Policy Committee on how the implementation of these schemes may be improved in the future
Tackling the Stigma of Menopause and Period Poverty	TBC	Response to Council Resolution of 2/11/22 to be submitted within 3 months.
Appropriation of the former Knowle Hill Residential Care Home for housing purposes	Finance 4/1/23	The site has been identified as suitable for the delivery of new temporary accommodation as part of the Council's Stock Increase Programme.
<b>Amended Items</b>	<b>Proposed Date</b>	<b>Note</b>
Heart of the City Update	4/1/23 Finance Sub	Moved from 7/11/22 Finance Sub
Centre for Childhealth Technology	4/1/23 Finance Sub	Moved from 7/11/22 Finance Sub
Rural Estate Management Plan	4/1/23 Finance Sub	Moved from 7/11/22 Finance Sub
Vehicle Replacement Programme	4/1/23 Finance Sub	Moved from 7/11/22 Finance Sub

Council Tax Support Scheme	4/1/23 Finance Sub	Moved from 7/11/22 Finance Sub
Primary Care Capital Programme - GP Hubs	S&R 5/12/22	Moved from 7/11/22 Finance Sub

## Part 2: List of other potential items not yet included in the work programme

Issues that have recently been identified by the Committee, its Chair or officers as potential items but have not yet been added to the proposed work programme. If a Councillor raises an idea in a meeting and the committee agrees under recommendation 3 that this should be explored, it will appear either in the work programme or in this section of the report at the committee's next meeting, at the discretion of the Chair.

<b>Topic</b>	
<b>Description</b>	
<b>Lead Officer/s</b>	
<b>Item suggested by</b>	<i>Officer, Member, Committee, partners, public question, petition etc</i>
<b>Type of item</b>	<i>Referral to decision-maker/Pre-decision (policy development/Post-decision (service performance/ monitoring)</i>
<b>Prior member engagement/ development required</b> <i>(with reference to options in Appendix 2)</i>	
<b>Public Participation/ Engagement approach</b> <i>(with reference to toolkit in Appendix 3)</i>	
<b>Lead Officer Commentary/Proposed Action(s)</b>	

## Part 3: Agenda Items for Forthcoming Meetings

Primary Care Capital Programme - GP Hubs		Ryan Keyworth	Decision			This Committee
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Meeting 6	Tuesday 24 January	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> <li>Decision</li> <li>Referral to decision-maker</li> <li>Pre-decision (policy development)</li> <li>Post-decision (service performance/monitoring)</li> </ul>	(re: decisions) Prior member engagement/development required (with reference to options in Appendix 1)	(re: decisions) Public Participation/Engagement approach (with reference to toolkit in Appendix 2)	Final decision-maker (& date) <ul style="list-style-type: none"> <li>This Cttee</li> <li>Another Cttee (eg S&amp;R)</li> <li>Full Council</li> <li>Officer</li> </ul>
Budget Monitoring Month 8		Ryan Keyworth / Jane Wilby	Decision			This Committee
Capital Approvals Month 8		Ryan Keyworth / Damian Watkinson	Decision			This Committee
Budget 2023/24		Ryan Keyworth	Decision			
Response to the Peer Review		James Henderson	Decision			This Committee
Corporate Performance Report	Six monthly overview of performance against the organisation's key priorities	James Henderson	Decision	None	None	This Committee
Standing items	<ul style="list-style-type: none"> <li>Public Questions/Petitions</li> <li>Staff Retirements</li> <li>Work Programme</li> <li>[any other committee-specific</li> </ul>					

	<i>standing items eg finance or service monitoring]</i>					
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Meeting 7	Wednesday 15 March	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> <li>• <i>Decision</i></li> <li>• <i>Referral to decision-maker</i></li> <li>• <i>Pre-decision (policy development)</i></li> <li>• <i>Post-decision (service performance/ monitoring)</i></li> </ul>	<i>(re: decisions)</i> <b>Prior member engagement/ development required</b> <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> <b>Public Participation/ Engagement approach</b> <i>(with reference to toolkit in Appendix 2)</i>	<b>Final decision-maker (&amp; date)</b> <ul style="list-style-type: none"> <li>• This Cttee</li> <li>• Another Cttee (eg S&amp;R)</li> <li>• Full Council</li> <li>• Officer</li> </ul>
Budget Monitoring Month 10		Ryan Keyworth / Jane Wilby	Decision			This Committee
Capital Approvals Month 10		Ryan Keyworth / Damian Watkinson	Decision			This Committee
Local Plan ahead of submission to Government		Michael Johnson/Simon Vincent	Decision	Member Working Group/Sub Committee & full committee briefings	<i>This stage will be post public consultation.</i>	Full Council
Item 2						
Standing items	<ul style="list-style-type: none"> <li>• <i>Public Questions/ Petitions</i></li> <li>• <i>Staff Retirements</i></li> <li>• <i>Work Programme</i></li> </ul>					



	<ul style="list-style-type: none"> <li>[any other committee-specific standing items eg finance or service monitoring]</li> </ul>					
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### Finance Sub-Committee

Meeting 5	Tuesday 4 January	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> <li>Decision</li> <li>Referral to decision-maker</li> <li>Pre-decision (policy development)</li> <li>Post-decision (service performance/ monitoring)</li> </ul>	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date) <ul style="list-style-type: none"> <li>This Cttee</li> <li>Another Cttee (eg S&amp;R)</li> <li>Full Council</li> <li>Officer</li> </ul>
Budget Monitoring	Latest Revenue and Capital Monitoring	Ryan Keyworth	Decision			This Committee
Levelling Up Fund Round 2	Decision to accept Grant Funding (subject to outcome of bid)	Tammy Whitaker	Decision	Written briefing	TBC	Finance Sub (referenced in Transport, Regeneration and Climate Committee)
Parkwood Springs	Decision on redevelopment of the former ski village	Tammy Whitaker/ Alan Seaman	Decision	Written briefing	TBC	This Committee
Land at Allen Street	Decision for the disposal of Land at Allen Street	Tammy Whitaker	Decision			This Committee

Heart of the City Update	Update on the progress and financing of the Heart of the City Programme	Tammy Whitaker	Decision			This Committee
Centre for Childhealth Technology	Agreement for the development of the Centre for Childhealth Technology	Alan Seaman/ Neil Jones	Decision	Written Briefing	TBC	This Committee
Rural Estate Management Plan	Agreement of Estate Management Plan for Council's rural land holdings	Tammy Whitaker	Decision	All Committee Briefing	TBC	This Committee
Vehicle Replacement Programme		Tom Smith/ Michael Hague	Decision			This Committee
Council Tax Support Scheme Review	(Timing to be confirmed)	Ryan Keyworth / Tim Hardie	Decision			
Appropriation of the former Knowle Hill Residential Care Home for housing purposes	With the site and building declared surplus to requirements, it is proposed that the site be appropriated (i.e. responsibility for the asset/site transferred from one Council Service to another) to housing purposes (Part II of the Housing Act 1985).	Janet Sharpe/ Dermot Reader	Decision	Project previously discussed with Executive Member for Housing, Roads and Waste Management.  Local MP and Ward Members have been briefed on this project. This will continue as the project develops.	The Council undertakes consultation on individual Stock Increase Programme projects at various stages throughout project development. This is done in partnership with Local Members, Tenants and	

				<p>Housing Policy Committee Knowledge Briefing planned for November 2022.</p>	<p>Resident Associations and established Community Groups</p> <p>Consultation with the wider public will be carried out as part of the formal planning process (at an appropriate point in the project)</p> <p>Consultation and engagement will continue as this project develops.</p>	
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Meeting 6	Tuesday 21 February	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> <li>• Decision</li> <li>• Referral to decision-maker</li> <li>• Pre-decision (policy development)</li> <li>• Post-decision (service performance/ monitoring)</li> </ul>	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date) <ul style="list-style-type: none"> <li>• This Cttee</li> <li>• Another Cttee (eg S&amp;R)</li> <li>• Full Council</li> <li>• Officer</li> </ul>
Budget Monitoring	Latest Revenue and Capital Monitoring	Ryan Keyworth	Decision			This Committee
Capital Approvals		Damian Watkinson	Decision			This Committee

Meeting 7	Tuesday 22 March	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> <li>• Decision</li> <li>• Referral to decision-maker</li> <li>• Pre-decision (policy development)</li> <li>• Post-decision (service performance/ monitoring)</li> </ul>	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date) <ul style="list-style-type: none"> <li>• This Cttee</li> <li>• Another Cttee (eg S&amp;R)</li> <li>• Full Council</li> <li>• Officer</li> </ul>
Budget Monitoring	Latest Revenue and Capital Monitoring	Ryan Keyworth	Decision			This Committee
Capital Approvals						

Items which the committee have agreed to add to an agenda, but for which no date is yet set.						
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> <li>• Decision</li> <li>• Referral to decision-maker</li> <li>• Pre-decision (policy development)</li> <li>• Post-decision (service performance/ monitoring)</li> </ul>	(re: decisions) Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	(re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> <li>• This Cttee</li> <li>• Another Cttee (eg S&amp;R)</li> <li>• Full Council</li> <li>• Officer</li> </ul>

City Strategy		James Henderson / Diana Buckley	Referral to decision-maker		Significant engagement activity with partners and communities underway	Full Council?
Approach to Engagement and Involvement		James Henderson	Decision			
Serviced Tenancies	Policy for the ongoing use of serviced tenancies and decision on future management and use and retention/disposal of associated properties	Tammy Whitaker/ Nathan Rodgers	Pre- decision policy development	All Committee briefing		
Operational Depot Strategy	Strategy for optimisation of Council's operational depots and decision on future management and use and retention/disposal of associated properties	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		
Locality Accommodation	Accommodation Strategy for locality based working and optimisation of Council's operational property portfolio.	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		

	Decision on future management use/disposal and investment in locality property					
Community Buildings and concessionary lettings	Policy for Community Buildings operated by SCC and let to third party groups including sessional lettings	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		
UDV Phase 1, Loxley, "adoption" of Flood Defences (Early 2023)	On completion of Loxley scheme we will inherit a number of flood walls in the public highway, these will need to be integrated into Amey's contracts	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee
Blackburn Brook, Ecclesfield/Whitley Brook Flood improvements works OBC (Spring 2023)	On SYMCA Priority Flood Programme. OBC for works around flood risk areas in Ecclesfield Park. Collaboration with Parks over improvements to park, potential habitat and amenity benefits. Highway works to culverts. Partnership funding: Flood Risk Grant, SCC,	Tom Finnegan-Smith / James Mead	Pre-decision	Facilitated policy development workshop	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee <b>which Committee gets briefed/involved in the policy development?</b>

	Environment, Highway benefits, Strategic Mandate likely to be required					
Sheaf & Porter Flood Defence Project OBC (Summer 2023)	On SYMCA Priority Flood Programme. Potentially contentious options of parkland flood storage including Endcliffe park and Beauchief Golf Course, consultation in advance of OBC will be required. To be scoped Summer 2022, likely to need to brief committee late 2022?	Tom Finnegan-Smith / James Mead	Pre- decision policy development	Facilitated policy development workshop	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee – <b>which Committee gets briefed/involved in the policy development?</b>
Contact Centre Performance	Referred from Audit and Standards Committee	Ajman Ali	Post Decision			This committee
Levelling Up Prospectus	Prospectus setting out Sheffield's Levelling Up ambitions	Kate Martin	Decision or pre decision policy development			Finance Sub
Confirm System Re-contract		Jessica Kavanagh				
Continuing funding for volunteer run		Nick Partridge	Decision			

libraries 2022 2023						
Workforce Strategy (from 6-9 months time)		Mark Bennett				
Future of Finance Systems		Ryan Keyworth				
Future of Revs and Bens System		Ryan Keyworth				
Digital Strategy (from 6-9 months time)		Mike Weston	<ul style="list-style-type: none"> <li><i>Pre-decision (policy development)</i></li> </ul>			This Committee
Funding of Legal Services (6 months time)		David Hollis				
Change Programme (including review of 4 Change Projects)		David Hollis				
Castlegate	Disposal of Market Tavern and Mudfords	Alan Seasman	Decision	Written briefing	TBC	This Cttee
Barkers Pool Building	Decision on future of site	Tammy Whitaker	Decision	Written briefing	TBC	This Cttee - also



						referenced in Transport, Regeneration and Climate Committee
Land at Allen Street	Disposal of land at Allen Street	Alan Seasman	Decision	Written Briefing	TBC	This Cttee
Clough Dike, Deepcar, capital works, strategic mandate for direct SCC contribution	Currently significant ongoing revenue cost of emergency pumping, permanent capital solution a priority. OBC to Env Agency for Flood Risk GiA will be required to be matched by SCC funds. Highway and Parks collaboration needed	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee
Carbrook, Capital maintenance, Business cases (SCC & Env Agency)	Env Agency & SCC business cases for partnership funding to be submitted	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee

Tackling the Stigma of Menopause and Period Poverty	Response to Council Resolution of 2/11/22 to be submitted within 3 months.					
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## **Appendix 2 – Menu of options for member engagement, learning and development prior to formal Committee consideration**

Members should give early consideration to the degree of pre-work needed before an item appears on a formal agenda.

All agenda items will anyway be supported by the following:

- Discussion well in advance as part of the work programme item at Pre-agenda meetings. These take place in advance of each formal meeting, before the agenda is published and they consider the full work programme, not just the immediate forthcoming meeting. They include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers
- Discussion and, where required, briefing by officers at pre-committee meetings in advance of each formal meeting, after the agenda is published. These include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers.
- Work Programming items on each formal agenda, as part of an annual and ongoing work programming exercise
- Full officer report on a public agenda, with time for a public discussion in committee
- Officer meetings with Chair & VC as representatives of the committee, to consider addition to the draft work programme, and later to inform the overall development of the issue and report, for the committee's consideration.

The following are examples of some of the optional ways in which the committee may wish to ensure that they are sufficiently engaged and informed prior to taking a public decision on a matter. In all cases the presumption is that these will take place in private, however some meetings could happen in public or eg be reported to the public committee at a later date.

These options are presented in approximately ascending order of the amount of resources needed to deliver them. Members must prioritise carefully, in consultation with officers, which items require what degree of involvement and information in advance of committee meetings, in order that this can be delivered within the officer capacity available.

The majority of items cannot be subject to the more involved options on this list, for reasons of officer capacity.

- Written briefing for the committee or all members (email)
  - All-member newsletter (email)
  - Requests for information from specific outside bodies etc.
  - All-committee briefings (private or, in exceptional cases, in-committee)
  - All-member briefing (virtual meeting)
  - Facilitated policy development workshop (potential to invite external experts / public, see appendix 2)
  - Site visits (including to services of the council)
  - Task and Finish group (one at a time, one per cttee)
- Furthermore, a range of public participation and engagement options are available to inform Councillors, see appendix 3.

## **Appendix 3 – Public engagement and participation toolkit**

## **Public Engagement Toolkit**

On 23 March 2022 Full Council agreed the following:

A toolkit to be developed for each committee to use when considering its 'menu of options' for ensuring the voice of the public has been central to their policy development work. Building on the developing advice from communities and Involve, committees should make sure they have a clear purpose for engagement; actively support diverse communities to engage; match methods to the audience and use a range of methods; build on what's worked and existing intelligence (SCC and elsewhere); and be very clear to participants on the impact that engagement will have.

The list below builds on the experiences of Scrutiny Committees and latterly the Transitional Committees and will continue to develop. The toolkit includes (but is not be limited to):

- a. Public calls for evidence
- b. Issue-focused workshops with attendees from multiple backgrounds (sometimes known as 'hackathons') led by committees
- c. Creative use of online engagement channels
- d. Working with VCF networks (eg including the Sheffield Equality Partnership) to seek views of communities
- e. Co-design events on specific challenges or to support policy development
- f. Citizens assembly style activities
- g. Stakeholder reference groups (standing or one-off)
- h. Committee / small group visits to services
- i. Formal and informal discussion groups
- j. Facilitated communities of interest around each committee (eg a mailing list of self-identified stakeholders and interested parties with regular information about forthcoming decisions and requests for contributions or volunteers for temporary co-option)
- k. Facility for medium-term or issue-by-issue co-option from outside the Council onto Committees or Task and Finish Groups. Co-optees of this sort at Policy Committees would be non-voting.

This public engagement toolkit is intended to be a quick 'how-to' guide for Members and officers to use when undertaking participatory activity through committees.

It will provide an overview of the options available, including the above list, and cover:

- How to focus on purpose and who we are trying to reach
- When to use and when not to use different methods
- How to plan well and be clear to citizens what impact their voice will have
- How to manage costs, timescales, scale.

**There is an expectation that Members and Officers will be giving strong consideration to the public participation and engagement options for each item on a committee's work programme, with reference to the above list a-k.**