



## Report to Strategy & Resources Committee 12 July 2023

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**Report of:** Director of Policy and Democratic Engagement

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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. The report also sets out the priority issues for the Committee, as agreed at the Strategy and Resources Committee meeting on 28 June 2023,

Any changes since the Committee's last meeting, including any new items, have been added for approval, 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 priority issues for the Committee, as agreed at the meeting on 28 June 2023, and presented at Appendix 1 be noted;
2. That the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;
3. That approval be given to the consideration of cross cutting issues as detailed in Appendix 1 of the report; 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	None to report on this occasion.
Referred from	
<i>Details</i>	
Commentary/ Action Proposed	

### 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.

## Appendix 1 – Work Programme

### Priority Issues for 2023/34:

<b>Continuous development of our system of democratic committee governance</b>	Working alongside the Governance Committee, continue to develop our model and how we modernise and embed the committee system. Embed approaches and policies and need to support Member development
<b>Establish a new strategic framework for the city and organisation</b>	Endorsement of the City Goals as they are developed during the summer, which will provide a shared, co-developed statement of our collective ambitions for Sheffield
	Development of a new 5-year Corporate Plan for the organisation which connects to the developing City Goals, sets out what we want to achieve and our priorities and gives clear direction for the whole council, citizens and partners
<b>Cost of living crisis</b>	Continuing and strengthening Sheffield’s citywide response to the cost of living crisis, working with communities and partners to support the people of Sheffield, communities businesses.
<b>Street Trees recommendations and reconciliation</b>	Agreeing the actions we will take forward to deliver the wider recommendations in the Lowcock Report to ensure good progress has been made by the end of the year, with a clear approach to monitoring achievement of these.
<b>Continuing to develop our community involvement and neighbourhood and locality working arrangements</b>	Working with the Governance Committee to <ol style="list-style-type: none"> <li>1. consider further devolution of powers and funding to the LACs this year;</li> <li>2. making neighbourhood working more integral to the culture of the wider organisation (including through the Future Sheffield programme);</li> <li>3. taking further steps to ensure community voice and community development practices are developed and embedded in the ways of working for the LACs and policy committees</li> </ol>
<b>Future Sheffield - our 3-year organisational change plan</b>	Overseeing the organisational change programme which will be focused on becoming the organisation that we need to be to continue to deliver for the people of Sheffield alongside rapid service improvement activity where needed.
<b>Customer Services Strategy</b>	In line with our Future Sheffield transformation programme, developing a new Customer Services strategy that will be focused on the experience that the people of Sheffield have when accessing our services.
<b>Budget delivery and medium-term financial stability</b>	To agree a medium term financial plan (MTFP), and, working with the Finance Committee, oversee delivery of agreed savings and development of budget proposals for 2024/25 – 2026/27 in line with the emerging Corporate Plan priorities
<b>SYMCA relationship</b>	We will work collaboratively with the MCA as part of our regular approach to delivering for Sheffield. This will include taking forward our Inclusive Economic Plan as our place-based plan which will feed into the MCA’s broader economic strategy.

### 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>
Supporting the people of Sheffield through the cost-of-living crisis	July 2023	
Tackling the Stigma of Menopause and Period Poverty	October 2023	Response to Council Motion
Endorsement of City Goals	November 2023	
Corporate Plan	November 2023	
Equalities Objectives Report	November 2023	
Street Tree Inquiry Progress Report	December 2023	S&R have agreed to receive a report against progress on actions during winter 2023 and summer 2024.
HRA Budget and Business Plan	January 2024	S&R consideration prior to Full Council decision
Revenue and Capital Budget Approval	February 2024	S&R consideration prior to Full Council decision
Former Coles Brothers Building	Date TBC	Further report (following decision on 28/6/23) when discussions have better particularised the lease terms, as soon as is reasonably practicable for a further decision.
<b>Amended Items</b>	<b>Proposed Date</b>	<b>Note</b>
MOVED: White Ribbon Plan and new strategy	S&R	Item moved from July to September meeting.

#### Cross-Cutting Issues requiring S&R Steer:

<b>Item</b>	<b>Committee</b>	<b>Proposed Date</b>	<b>Recommended</b>
NEW: Commissioning a Community Infection Prevention and Control Service	ADHS	September 2023	Recommended that AHSC should consider this cross cutting issue and other relevant Cttees should be briefed, in particular Education, Children and Families.
Moving Towards An Ethical Debt Collection Policy and Ending The Use Of Bailiffs	Finance Committee	TBC	Response to Council Resolution of 14/12/22, Note: Finance Working Group to consider. Recommended that this be added to Finance Committee Work Programme

#### 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**

Meeting 3 (23/24)	12 July 2023	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
Supporting the people of Sheffield through the cost-of-living crisis	The cost-of-living crisis continues to have profound implications for people across Sheffield. SCC and partners in the public, private and voluntary, community and faith (VCF) sector have taken to steps together over the last year to provide support and advice to those who are being most impacted. This multi-agency approach was agreed by S&R Committee in June and July 2022, and the Committee agreed to receive an update on activity at a future meeting.	James Henderson/ Laurie Brennan	Decision	Leaders Briefing 12 June 2023 Cost of Living strategy group – regular meetings and workshop	Engagement with partners and the public has been a key part of the cost of living response. Engagement with residents across the city, and regular meetings and workshops with VCF, public sector and private sector partners have all shaped the multi-agency approach.	This Committee
Food Strategy and related commissioning model	A new Food Strategy for Sheffield has been written. This was endorsed at the H&WBB where it was also recommended that the strategy should be formally passed by a committee	Greg Fell/Jessica Wilson	Decision	Discussion at pre-agenda meetings (brief on content of food strategy, present recommendations for proposed commissioning model and take steer where there are multiple options e.g. procurement route)	Public, service user and stakeholder consultation is informing the dietary improvement/obesity prevention commissioning model Food Strategy developed collaboratively with	This Committee

	A number of contracts and initiatives funded by the public health grant to improve dietary outcomes and prevent obesity are due for review and in some cases retendering by 2024. Due to the value of investment (£3.2 million total for 5 years investment) this will require a decision at committee				ShefFood partnership with broad stakeholder engagement in subsequent action planning	
Household Support Fund	Decision required prior to school holidays.	Alex Westran	Decision	<p>A member briefing will be provided detailing initial findings and options to comment on prior to the S&amp;R Committee in July.</p> <p>Also, members who attend the Cost-of-Living Strategy Group will be consulted on progress at each occurrence of the meetings between now and the S&amp;R Committee in July</p>	<p>The Community and Voluntary Sector are directly involved pulling together the analysis that sits behind the proposals.</p> <p>They have provided data relating to which cohorts are asking for support. They have also provided insight and qualitative information in their role as trusted assessors for the HSF relating to how applicants find it difficult to apply.</p> <p>We have also used customer feedback direct from service users to inform our findings.</p>	This Committee
Local Land Charges –		Vicky Clayton		Limited prior engagement required	Once approved, customers will be	



Proposed Fee Increases					notified of increases and date of implementation	
Extension of the Dynamic Purchasing Scheme (DPS) for transport services		Tom Smith/ John Hudson				

Extraordinary Meeting	2 August 2023	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
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

Meeting (23/24)	7 September 2023	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
White Ribbon Plan and new Strategy	Sheffield achieved White Ribbon Accreditation in November 2022 until November 2025. In order to maintain the accreditation an action plan must be submitted usually within 6 months.	Alison Higgins	Decision	Political group briefings required	There is a regular Violence Against Women and Girls Forum that meets bi monthly that will be consulted on key aspects of the plan. The action plan itself	This Committee

					will include actions on community engagement.	
2023/24 Q1 Budget Monitoring	Finance monitoring update.	Jane Wilby	Decision			This Committee

Meeting (23/24)	18 October 23	Time				
Topic	Description	Lead Officer/s	Type of item	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date)
Tackling the Stigma of Menopause and Period Poverty		James Henderson	Decision			This Committee

Meeting (23/24)	20 November23	Time				
Topic	Description	Lead Officer/s	Type of item	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date)
Endorsement of City Goals		James Henderson	Decison			Full Council
Corporate Plan	Development of a new 5-year Corporate Plan for the organisation which connects to the developing City Goals, sets out what we want to achieve and our priorities	James Henderson	Decision			Full Council. Report to be submitted in the Autumn

	and gives clear direction for the whole council, citizens and partners					
Equalities Objectives		James Henderson	Decision			
Budget Updates and delivery options (TBC)		Phillip Gregory				

Meeting (23/24)	13 December 23	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
Street Tree Inquiry Progress Report	S&R have agreed to receive a report against progress on actions during winter 2023 and summer 2024.	Lucy Heyes	Progress Report			This Committee
Budget Updates and delivery options (TBC)						
2023/24 Q2 Budget Monitoring	Finance monitoring update.	Jane Wilby	Decision			This Committee

Meeting (23/24)	24 January 24	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)

HRA Budget and Business Plan						Full Council 7/2/24
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Meeting (23/24)	21 February 24	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
Revenue and Capital Budget Approval		Phillip Gregory	Decision			Full Council 6/3/24

Meeting (23/24)	12 March 24	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
2023/24 Q3 Budget Monitoring	Finance monitoring update.	Jane Wilby	Decision			This Committee

Meeting (23/24)	17 April 24	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)

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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	<i>(re: decisions)</i> Prior member engagement/ development required	<i>(re: decisions)</i> Public Participation/ Engagement approach	Final decision-maker (& date)
Street Tree Inquiry Report Progress	S&R have agreed to receive a report against progress on actions during winter 2023 and <b>summer 2024.</b>	Lucy Heyes	Progress Reports			This Committee
Moving Towards An Ethical Debt Collection Policy and Ending The Use Of Bailiffs	Response to Council Resolution of 14/12/22	Tim Hardie	Referral from Council			Note: Finance Working Group to consider. <b>Recommended that this be added to Finance Committee Work Programme</b>
Adopting the All-Party Parliamentary Group (APPG) on British Muslims' Definition of Islamophobia	Response to Council Resolution of 14/12/22	James Henderson/ Adele Robinson	Referral from Council			To be considered as part of the Equalities Objective report being submitted to this Committee.

Driving Forward the Heritage Strategy for Sheffield	Response to Council Resolution of 20/2/23	Kate Martin/Diana Buckley	Referral from Council			Note: Report being prepared for consideration later in the year.
Civic Honours	To bring forward a further paper for decision.	James Henderson/ Jason Dietsch		To be considered by the Governance Cttee in the first instance.		This Committee
Former Cole Brothers Building	Further report (following decision on 28/6/23) when discussions have better particularised the lease terms, as soon as is reasonably practicable for a further decision.	Neil Jones	Decision			This Committee
Agency Temporary Staffing Provision	Contract for the provision of Agency Temporary Staffing	Peter White	Decision			This Committee. Sept or Oct meeting

## Note:

- Type of item = Decision; Referral to decision-maker; Pre-decision (policy development); or Post-decision (service performance/ monitoring).
- Final decision-maker = This Committee; Another Cttee; Full Council; or Officer decision

## **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.**