



Report to Strategy & Resources Committee

21 February 2024

Report of: Director of Policy and Democratic Engagement

Subject: Committee Work Programme

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

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.

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	Seeking the creation of a dedicated BAMER (Black, Asian, Minority Ethnic and Refugee) Community Infrastructure Fund
Referred from	Council Petition, 7 February 2024
Details	Response from Leader: <i>"1. Written response to be provided to the organiser of the petition; and 2. The issues raised by the petition to be the subject of a report to the Strategy & Resources Policy Cttee – in March, if possible."</i>
Commentary/ Action Proposed	Awaiting further details

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:

Continuous development of our system of democratic committee governance	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
Establish a new strategic framework for the city and organisation	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
Cost of living crisis	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.
Street Trees recommendations and reconciliation	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.
Continuing to develop our community involvement and neighbourhood and locality working arrangements	Working with the Governance Committee to <ol style="list-style-type: none"> 1. consider further devolution of powers and funding to the LACs this year; 2. making neighbourhood working more integral to the culture of the wider organisation (including through the Future Sheffield programme); 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
Future Sheffield - our 3-year organisational change plan	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.
Customer Services Strategy	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.
Budget delivery and medium-term financial stability	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
SYMCA relationship	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:

New Items	Proposed Date	Note
International Update 2023-24	February 2024	Elements of future work linked to international relations may fall under the remit of Economic Development & Skills Policy Committee, for instance trade and investment activities.
Flag Protocol	March 2024	
A Smokefree Generation	March 2024	
LGA Peer Challenge Progress Review	March 2024	
Digital Strategy and Customer Experience Strategy	April 2024	
Sheffield City Goals Update	July 2024	S&R in January agreed that an update on progress and next steps would be given after 6 months.
Violence against Women and Girls, Domestic and Sexual Abuse Strategy?	November 2024	Cross cutting issue
Amended Items		
Tackling the Stigma of Menopause and Period Poverty	March 2024	To be considered alongside the Equality Framework item.
Community Buildings Policy and Community Asset Transfer Policy	March 2024	
Joint Ombudsman Complaint Handling Code	April 2024	Moved from March 2024
Housing Strategy	N/A	Removed from the work programme.

Cross-Cutting Issues requiring S&R Steer:

Item	Committee	Proposed Date	Note
Commission of Social Care Case Management System	Finance	March 2024	Sheffield City Council requires a Social Care system that enables us to meet our Statutory obligations and continue to provide high quality services in both areas of Social Care as well as enabling Commissioning of Care Services. The current Social Care system supports both Adults

			and Childrens Social Care as well as Early Help. The current service will come to an end on 4th May 2024. Recommended by SLB that Finance Committee consider this matter.
A framework for Growth: Principles and Priorities	S&R	April 2024	The city does not currently have an overarching narrative that sets out its ambitions for growth, nor a document that sets out the wide range of strategies and plans that would support this ambition. We are therefore looking to address this over the next 6 months, producing: An initial 'growth framework' (March 2024) A Growth Plan for 2024-2035 (June 2024) Recommended that S&R consider this matter.
Violence against Women and Girls, Domestic and Sexual Abuse Strategy	S&R	November 2024	It is proposed to produce a strategy covering all of Violence Against Women and Girls, Domestic and Sexual Abuse next year to cover the period 2024 to 2027 (in line with statutory requirements). Recommended by SLB that S&R consider this matter.

Outstanding responses to Full Council Motions:

Item	SLT lead officer	Proposed Date	Note
Tackling the Stigma of Menopause and Period Poverty (Council Motion 2/11/22)	James Henderson/ Adele Robinson	March 2024	Response: Report to be submitted in March 2024
Risk and Opportunities Framework NOTE: Members Q 5/7/23	Claire Taylor	TBC	Response: To be picked up as part of revised risk management arrangements, as part of a suite of supporting plans that will align with the Council Plan.
Reaffirming Sheffield as a City of Sanctuary (Council Motion 5/7/23)	Lorraine Wood/ Beth Storm	TBC	"Requests that the Strategy and Resources Policy Committee considers adding to its work programme consideration of the Council's relationship with the Home Office and immigration enforcement, and an assessment of its current practices and the impact of the Hostile Environment policy on inclusion, equality and cohesion in Sheffield"
Opposing Minimum Service Levels	Caroline Nugent	June 2024	Council 6/2/23. Item 3 – paragraph (c)(i) - to ask the Strategy and Resources Policy Committee to consider how the Council will, if it can use provisions in

			the Act, including the discretion not to issue work notices, continue to protect the rights of its workers to strike and how it should be reflected in our policies, such as the ethical procurement policy. Response: Report being prepared for consideration at S&R in March/April
Seeking the creation of a dedicated BAMER (Black, Asian, Minority Ethnic and Refugee) Community Infrastructure Fund	James Henderson / Lorraine Wood	TBC	Response from Leader: <i>"1. Written response to be provided to the organiser of the petition; and 2. The issues raised by the petition to be the subject of a report to the Strategy & Resources Policy Cttee – in March, if possible."</i>

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.

Topic	None
Description	
Lead Officer/s	
Item suggested by	<i>Officer, Member, Committee, partners, public question, petition etc</i>
Type of item	<i>Referral to decision-maker/Pre-decision (policy development/Post-decision (service performance/ monitoring)</i>
Prior member engagement/ development required	
Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 3)</i>	
Lead Officer Commentary/Proposed Action(s)	

Part 3: Agenda Items for Forthcoming Meetings

Meeting (23/24)	21 February 24	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i>	<i>(re: decisions)</i>	Final decision-maker (& date)

				Prior member engagement/ development required	Public Participation/ Engagement approach	
Revenue and Capital Budget Approval		Phillip Gregory	Decision			Full Council 6/3/24
Council Plan	To consider the responses to the public consultation on the draft Council Plan and to approve a final draft of the Plan subject to endorsement by Full Council	James Henderson	Decision	<i>Strategy and Resources Committee Council Plan task and finish group consulted throughout</i>	<i>Full public consultation undertaken</i>	Full Council
Heritage Strategy for Sheffield Workplan	Full Council has asked for the Heritage Strategy for Sheffield to be added to the S&R Committee workplan. The endorsement of Strategy and Resources Policy Committee is requested, to explore options for creating and sustaining an SCC Heritage Officer post.	Rebecca Maddox/ Diana Buckley	Decision	Briefing for Committee Chair/Vice Chair/Lead Workshop for Lead members from Economic Development and Skills; Planning and Highways; and Transport, Regeneration and Climate Change.	Close working with Sheffield Heritage Partnership Board	Cross Cutting Issue. Discussed at SLB on 7/8/23. Agreed to be considered at S&R at it's meeting on 7/9/23
Update on Sheffield City Council's actions relating to the ongoing conflict in Israel and Palestine	To ask Strategy and Resources Committee to consider whether or not Sheffield City Council should join the Sheffield Coalition Against Israeli Apartheid.	James Henderson	Decision	Proposed Strategy and Resources Committee Briefing item on this topic, to be supplemented with group briefings if requested	Engagement will be undertaken with the Coalition and other interested stakeholders in advance of the item being considered by the committee.	This Committee

International Update 2023-24	In establishing a Partner City Policy, it was proposed that an Annual Report be prepared each Municipal Year for the purposes of detailing any activity linked to the Council's international relationships.	Nik Hamilton	Decision	Individual Political Groups were previously consulted in the development of the Partner City Policy. It is proposed that a Briefing Paper will be presented at a forthcoming Leaders' Briefing meeting, in advance of the March Committee date.	No public participation or engagement has been undertaken, as this is seen as primarily an internal process issue.	This Committee. Elements of future work linked to international relations may fall under the remit of Economic Development & Skills Policy Committee, for instance trade and investment activities.
Stannington RCG report		Kate Martin/ Claire Hanson				

Meeting (23/24)	12 March 24	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/development required	Public Participation/Engagement approach	Final decision-maker
2023/24 Q3 Budget Monitoring	Finance monitoring update.	Jane Wilby	Decision			This Committee
Equality Framework –Equality is Everyone's Business (Final)	To consider the results of the consultation carried out following Strategy and Resources Committee approval of the draft	James Henderson	Decision		Full public consultation undertaken	This Committee

	framework in December 2023, and to approve the accompanying action plan, as well as the statutory 2022/23 annual equalities report					
Tackling the Stigma of Menopause and Period Poverty		James Henderson	Decision			This Committee
Community Buildings Policy and Community Asset Transfer Policy (TBC)	To seek approval and adopt Community Building and Community Asset Transfer Policies. Both policies will set out how the Council will work in a consistent and proactive manner, setting out a clear, transparent management of Community Buildings / Assets.	Peter Bartle	Decision	Briefed Leaders Board, and knowledge briefing for committee to follow.	Programme Board established with representatives from VCS.	Agreed at SLB on 2/10/23 that this item be considered at S&R. CPL to be briefed.
Flag Protocol	To consider and adopt a new flag protocol for the Council	James Henderson		Discussed at Leaders' Briefing	Engagement undertaken with faith and community leaders	This Committee
LGA Peer Challenge Progress Review	To consider the findings of the follow-up visit of the LGA Peer Challenge team	Laurie Brennan	Progress review		None required	This Committee
A Smokefree Generation	The proposal is to accept new proposed annual additional govt funding for the Sheffield Smokefree Service of £658k per year from April 2024.	Sarah Hepworth/ Greg Fell	Decision	Cllr Argenzio as HWB Chair will be made aware as ongoing link into the tobacco board and also Cllr Andrew Sangar who sits on the board	n/a	This Committee. Cross cutting issue - Smoking impacts on health, economy, housing, employment, communities, and crime and is a

						major cause of health inequalities
A framework for Growth: Principles and Priorities	The city does not currently have an overarching narrative that sets out its ambitions for growth, nor a document that sets out the wide range of strategies and plans that would support this ambition. We are therefore looking to address this over the next 6 months, producing: An initial 'growth framework' (March 2024) A Growth Plan for 2024-2035 (June 2024)	Andy Kempster	Decision	Regeneration Board has oversight of the development of the framework, which includes an extraordinary meeting of the group to work with consultants on the proposal. We will be briefing TRC, EDS, Adult Health and Social Care, Communities and Housing committees prior to S&R.	We have engaged consultants to support with 70 1-2-1 interviews and up to 10 focus groups with key stakeholders in the city to help develop the framework.	Cross Cutting Issue.

Meeting (23/24)	17 April 24	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Joint Ombudsman Complaint Handling Code	The Local Government & Social Care (LGSCO) & Housing Ombudsman (HO) Ombudsman are currently consulting with Local Authorities regarding the	Corleen Bygraves-Paul	Decision	The consultation response must include: Chief Exc.; Monitoring Officer; Member(s) responsible for complaint performance within the Council; Director/Senior officer	This consultation represents an opportunity for interested persons and organisations to provide feedback about the operation	This Committee

	<p>implementation of a new Joint Complaint Handling Code which will become a statutory code by 1 April 2024.</p> <p>The consultation period will end on 23 November 2023 and we are required to provide 'a single co-ordinated and complete response.'</p>			<p>responsible for complaint handling; Director of Housing (If applicable).</p>	<p>of the Code and to influence development of the regime for monitoring compliance with it. This includes, HOS's statutory consultees, private registered providers, local authority registered providers, voluntary members of the Scheme, tenants and residents, and any other stakeholders who have an interest in social housing in England.</p> <p>The government's launch of 'Making It Right' campaign on 9 October 2023, also encourages tenants to report issues and make complaints to address hazards in their home. The government wants to inform tenants of</p>	
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					their rights and ensure they escalate complaints to the Housing Ombudsman if concerns are not addressed swiftly or appropriately.	
Digital Strategy and Customer Experience Strategy		Mike Weston	Decision			This Committee

Meeting 1 (24/25)	June 24	Time				
Topic	Description	Lead Officer/s	Type of item	Prior member engagement/ development required	Public Participation/ Engagement approach	Final decision-maker (& date)
Response to Council Motion "Opposing Minimum Service Levels" Date TBC		Caroline Nugent				

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	Prior member engagement/ development required	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 summer 2024 .	Lucy Heyes	Progress Reports			This Committee
Violence against Women and Girls, Domestic and Sexual Abuse Strategy	It is proposed to produce a strategy covering all of Violence Against Women and Girls, Domestic and Sexual Abuse next year to cover the period 2024 to 2027 (in line with statutory requirements).	Alison Higgins	Decision	Political group briefings and committee briefings – in writing then in person if needed.	There will be consultation with stakeholders and the public, building on consultation already undertaken this year specifically in relation to domestic abuse.	These issues affect staff as well as customers and the general public. The White Ribbon Accreditation requires us to have a strategic whole council response to these issues. Although this work sits under Adult Health and Social Care – decision to be taken by Strategy & Resources?
Civic Honours	To bring forward a further paper for decision.	James Henderson/ Jason Dietsch				This Committee/Governance Cttee?
Sheffield City Goals Update	July 2024. S&R in January agreed that an update on progress and next steps would be given after 6 months.	James Henderson/ Diana Buckley	Update Report			This Committee

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.