



Report to Transport, Regeneration and Climate Committee

DATE 15th June 2023

Report of: James Henderson, Director of Policy and Democratic Engagement

Subject: Committee Work Programme – Transport, Regeneration and Climate

Author of Report: Amanda Clayton, Principal Democratic Services Officer

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 report, where applicable:

- Questions and petitions from the public, 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 (See **Appendix 1**)

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

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 and Local Area Committees (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	
Referred from	
Details	
Comments/ 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.

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

Title	Description & Format	Date
Local Plan Overview	Background and future work programme etc. – this will need more than one session.	August/September/October 2023
Regeneration and City Development Overview	Presentation giving overview of background and future work programme – this will need more than one session. Also, likely to be more full committee update briefings on a semi regular basis of specific activities and initiatives e.g. Heart of the City, Castlegate, Attercliffe, West Bar, City Centre Living, Fargate, Future High Street Fund, Stocksbridge Towns Fund	TBC
Levelling Up Activity?	Presentation giving overview of background and future work programme – this will need more than one session. Also, likely to be more full committee update briefings on a semi regular basis.	October 2023
City Centre Strategic Vision	Presentation giving overview of background to City Centre Vision and future work programme	TBC
Transport Overview	An overview of key Sheffield, Regional and National issues and policy influencing Transport and our local priorities and programmes	June 2023
Flood and Water Overview	An overview of key Sheffield, Regional and National issues and policy influencing Flood and Water and our local priorities and programmes	June 2023
Climate Change Overview	An overview of key Sheffield, Regional and National issues and policy influencing our approach to Net Zero following the adoption of the 10 Point Plan	June 2023
Climate Change	Formal Elected Member training	TBC
Funding Landscape	Familiarisation with Directorates Funding and potential external sources of funding	June 2023

Appendix 1 – Work Programme

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

Item	Proposed Date	Note
NEW		
Mid-year Performance Update	November 2023	To understand what areas the committee requires performance information on to aid the effective function of the committee.
Herdings 20mph scheme TRO consultation report	June 2023	To detail objections received following the traffic regulation order consultation on the above scheme.
Westfield 20mph scheme TRO consultation report	June 2023	To detail objections received following the traffic regulation order consultation on the above scheme.
ModeshiftSTARS – Active Journeys to School	June 2023	This proposal sets out aims of bringing together all school related Active Travel projects under one contract managed by Sheffield City Council.
Climate Decarbonisation Routemaps: Our Council and The Way we Travel	July 2023	This report will bring forward the routemaps for action until 2025 covering decarbonising the council and the way we travel in the city.
AMENDMENTS		
Task and Finish Group Update Report	TBC	T&F group has not yet reconvened and this will be replaced by the formal report on the ‘Decarbonisation Routemaps’ to July Committee.
Innovation Corridor	TBC	Deferred from June 2023 meeting
Kelham Parking Scheme	July 2023	Deferred from June 2023 meeting

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	
Description	
Lead Officer/s	

Item suggested by	
Type of item	
Prior member engagement/ development required <i>(with reference to options in Appendix 2)</i>	
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 1	15 th June 2023	Time 2pm					
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer 	Internal Deadlines (i.e. funding deadlines, submission deadline etc)
Budget monitoring and outturn – Q1	Monitoring item	Jane Wilby/Tony Kirkham	Decision			This committee	
Parkhill Parking Scheme	Results of the consultation on the parking scheme and recommendations on how to proceed.	Tom Finnegan-Smith	Decision	TBC	Public engagement a key part of the report.	This Committee	

<p>Report objections to the Experimental Traffic Regulation Order for Broomhill Shopping Precinct</p>	<p>To report details of the consultation response to the Experimental Traffic Regulation Order for the Broomhill Shopping Precinct, report the receipt of objections to the Speed Limit Order and set out the Council's response</p>	<p>David Whitley</p>	<p>Decision</p>	<p>Ward Members have been involved in the scheme since inception and have been kept updated of the scheme throughout its various stages. Various Cabinet Members and Executive Members (and their deputies) have also been briefed throughout.</p> <p>The report will be taken to TRC briefing(s) prior to publication.</p>	<p>Public calls for evidence through the statutory Experimental Traffic Order Procedure. This included on street notices, Royal Mail letter drops to a wide range of local businesses and Residents Issue-focused workshops with attendees from multiple backgrounds including the Broomhill Neighbourhood Plan and Broomhill Business Alliance Creative use of online engagement channels through use of Citizen Space for surveying.</p>	<p>This Committee</p>	
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EATF Legacy Projects: Division Street	Report on aspects of the Emergency Active Travel projects that are still in place following consultation through the current experimental trial closures.	Tom Finnegan-Smith	Decision	Briefings	Results of public engagement a key part of the report	This Committee	
Herdings 20mph scheme TRO consultation report	To detail objections received following the traffic regulation order consultation on the above scheme.	Lisa Blakemore/Tom Finnegan-Smith	Decision	Councillors of the affected ward were sent details of the proposals 2 weeks in advance of the TRO consultation going live. The up-to-date 2022/23 programme is included in all objection reports as well as now including the 23/24 programme	Letter sent to all affected properties with plans and various ways to comment/object to the proposals Street notices with information about the affected streets placed on lighting columns on all effected streets detailing how to comment/object or request more information	This committee	

					<p>Speed limit order advertised in Sheffield Telegraph</p> <p>Sheffield Council website has plans of the proposals with ways to comment/object to proposals</p>		
Westfield 20mph scheme TRO consultation report	To detail objections received following the traffic regulation order consultation on the above scheme.	Lisa Blakemore/Tom Finnegan-Smith	Decision	<p>Councillors of the affected ward were sent details of the proposals 2 weeks in advance of the TRO consultation going live.</p> <p>The up-to-date 2022/23 programme is included in all objection reports as well as now including the</p>	<p>Letter sent to all affected properties with plans and various ways to comment/object to the proposals</p> <p>Street notices with information about the affected streets placed on lighting columns on all effected streets detailing how to</p>	This committee	

				23/24 programme	comment/ object or request more information Speed limit order advertised in Sheffield Telegraph Sheffield Council website has plans of the proposals with ways to comment/ object to proposals		
ModeshiftSTARS – Active journeys to school	This proposal sets out aims of bringing together all school related Active Travel projects under one contract managed by Sheffield City Council.	Kat Harrison	Decision			This committee	
Consultation Responses on the Publication Draft Sheffield Plan		Michael Johnson					

Standing items	<ul style="list-style-type: none"> Public Questions/ Petitions Work Programme [any other committee-specific standing items eg finance or service monitoring] 						
Meeting 2	19 th July 2023	Time 2pm					
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring) 	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer 	Internal Deadlines <i>(i.e. funding deadlines, submission deadline etc)</i>
Climate Decarbonisation Routemaps: Our Council and The Way we Travel	<i>This report will bring forward the routemaps for action until 2025 covering decarbonising the council and the way we travel in the city.</i>	Victoria Penman	Decision	A Task and Finish Group has been convened with 5 meetings having been held. We are waiting for confirmation as to whether political group	An online event has been held for partners, interested stakeholder groups and representatives of people with protected characteristics. It is intended	This committee	

				briefings are required but we have not been requested to hold briefings by the TRCPC group spokespeople.	that a survey will be shared with youth voice representatives.		
Connecting Sheffield SW Bus Corridors	Acceptance of funding to develop the Full Business Case (FBC) Next step is finalising a report for TRC in early summer following further briefings	Tom Finnegan-Smith	TBC	Briefings June 23	N/A further public engagement will form part of the FBC development stage	This committee in early summer 2023	Strategy and Resources
A625 Ecclesall Road Road Safety Project							
Connecting Sheffield City Centre Scheme							
Transport Decarbonisation Routemap							
Update on Local Transport Programme							
Oughtibridge Cycle Improvement Scheme							
Rother Valley Parking Scheme							
Future of Green Parking Permits	Following the government's commitment to	Tom Finnegan- Smith	Decision	On the 21 st September 2022 a report		This committee	

	ending the sale of new petrol and diesel cars in the UK by 2030, and a historic increase in the registration of plug-in vehicles, it is an appropriate time to consider the removal of the council's free Green Parking Permits.			was brought to the Transport, Regeneration and Climate Committee where a number of short term actions were agreed to progress the delivery of public electric vehicle charging infrastructure in Sheffield. This included the action to bring forward measures to phase out / remove exemptions from parking tariffs for electric vehicles / vehicles that are charging.			
Kelham Parking Scheme	Results of the consultation on the parking scheme and	Tom Finnegan-Smith	Decision			This Committee	

	recommendations on how to proceed.						
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> 						

Meeting 3	20 th September 2023	Time 2pm					
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer 	Internal Deadlines (i.e. funding deadlines, submission deadline etc)
Active Travel Neighbourhood ETRO Review: Nether Edge.	Recommendations on the final scheme for implementation after the ETRO.	Tom Finnegan-Smith					Expected July 2023
Active Travel Neighbourhood ETRO	Recommendations on the final scheme	Tom Finnegan-Smith					Expected July 2023

Review: Crookes/Walkley.	for implementation after the ETRO.						
Sheaf Valley cycle route final scheme proposals.	Presenting the final scheme proposals, Final scheme proposals are to follow on from TRO ad.	Tom Finnegan-Smith	TBC	TBC	TBC		Expected June 23
Traffic Management Act – confirmed receipt of powers.							
Road Safety Action Plan	New action plan in response to the refreshed SY Safer Roads Strategy. Timetable 2023	Tom Finnegan-Smith	TBC	TBC	TBC		Expected summer 23
CAZ Update – 6month review							
EV Charge Points: update							
Crookes Valley Rd/Harcourt Rd/Oxford St Local Safety Scheme.							
Barnsley Rd at Herries Rd/Owler Ln Local Safety Scheme.							
A625 Ecclesall Road Road Safety Project.							

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"> • Decision • Referral to decision-maker • Pre-decision (policy development) • Post-decision (service performance/ monitoring) 	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer 	Internal Deadlines <i>(i.e. funding deadlines, submission deadline etc)</i>
REC Report Response	To respond to the REC Report	Kate Martin/Wil Stewart					Expected March 2023
Decarbonising Sheffield - Mine Energy - Collaboration with Bochum - Heat Networks	Presentation at committee	Mark Whitworth	Presentation				Date to be confirmed.
Connecting Sheffield Cross City Bus FBC approval	Submission of FBC to SYMCA for approval and release of funding to implement	Tom Finnegan-Smith	Decision			This committee	Expected Summer/Autumn 2023
UDV Phase 2 Flood Defence Project	On SYMCA Priority Flood Programme, Submission of CBC to Environment Agency for Flood Risk grant.	Tom Finnegan-Smith	Decision		Needs consultation early 2023		Expected Sept 2023
Monitoring of the 10 Point Plan	Referral from CCED Transitional Committee: The Committee should monitor the One Year Plan commitment to	Tom Finnegan-Smith / Mark Whitworth	Post decision and Policy development	Facilitated policy development workshops	TBC	TBC	Expected June 23

	<p>“Set out our Pathway to Net Zero and take immediate steps to reduce carbon emissions in Sheffield” including setting out the 10-point plan tackle the climate emergency in Sheffield and work with people, partners and businesses to develop and deliver the actions needed to deliver the 10-point plan.</p>						
<p>Sheaf & Porter Flood Defence Project OBC (Summer 2023)</p>	<p>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</p>	<p>Tom Finnegan-Smith / James Mead</p>	<p>Pre-decision policy development</p>	<p>Facilitated policy development workshops</p>	<p>TBC</p>		<p>Strategy and Resources Expected June/July 23</p>

	Summer 2022, likely to need to brief committee late 2022?						
Blackburn Brook, Ecclesfield/Whitley Brook Flood improvement works OBC (Spring 2023)	On SYMCA Priority Flood Programme. OBC for works around flood risk areas in Ecclesfield, Whitley Land, Ecclesfield Park. Collaboration with Parks over improvements to park, potential habitat and amenity benefits. Highway works to culverts. Partnership funding: Flood Risk Grant, SCC, Environment, Highway benefits. Strategic Mandate likely to be required	Tom Finnegan-Smith / James Mead	Pre-decision	Facilitated policy development workshops	TBC		Strategy and Resources Expected Autumn 23
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	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC		To be confirmed if this needs a committee decision

	need to be integrated into Amey's contracts						
Kelham Neepsend Submission of FBC to SYMCA	To be incorporated into report due in Feb 23 Final July 23	Tom Finnegan-Smith	Decision	Briefings	TBC		
Play streets review	Review of the trial of play streets and recommendation on future application	Tom Finnegan-Smith / Peter Vickers	TBC	TBC	TBC		
Darnall Mini Holland	Project status update and programme development	Tom Finnegan-Smith	TBC	TBC	TBC		Expected March 24
Housing Growth: key investment and policy decisions - TBD	A range of Housing Growth related reports will be developed. It is to be determined whether these will be considered by the Housing Thematic Committee	Kerry Bollington	TBC	TBC	TBC		TBC
Bidding, acceptance and spending approval of external funds	During the year the Directorate will seek out or be approached to bid for regeneration funding often with	Tammy Whitaker / Tom Finnegan-Smith	TBC	TBC	TBC		Need to determine with the committee. - delegated authority to submit funding

	short timescales for submission. We will need clarity from the committee how we will manage this, within timescales that do not align with Committees.						within agreed policy / strategic framework (where matching funding outside of the portfolios budget is not required) - priority areas to pursue for funding - Agree a process to ensure timely decisions can be made where needed between committee meetings where funding timescales dictate
Barkers Pool Building	Decision on future of site	Tammy Whitaker	Referral to decision Maker	Written briefing	TBC		Strategy and resources Committee
City Centre Strategic Vision- Priority Framework Areas and masterplans	To approve draft masterplans and delivery strategies for Priority Framework areas and Catalyst sites Will form part of the Local Plan consultation.	Tammy Whitaker/ Michael Johnson	Decision	Committee Briefing	TBC – possible wider stakeholder group engagement rather than full public consultation post committee ratification of draft and approach		This committee Expected Summer 23 potentially July

Heart of the City	Update on progress of Heart of the City	Tammy Whitaker/Neil Jones	Post decision	TBC	TBC	TBC	
Sheaf Valley Masterplan	Update on the Sheaf Valley Masterplan	Tammy Whitaker/Neil Jones	Post decision	TBC	TBC	TBC	
SCR Innovation Corridor project	Update on the project to address the network constraints associated with M1 J34 and Lower Don Valley.	Tom Finnegan-Smith	Decision			This Committee	

ACTIONS FROM REFERRALS							
Speed Limit on Rails Road and Bingley Lane	This request has been sent from an individual to the transport team for consideration. Subsequent to an initial sift which suggested no further action, this item has been raised through the LAC to which this has been considered by Local Ward Members. The	Referral from Cllr Julie Grocutt	ACTION – This will be looked into again by the Transport Planning and Infrastructure Service, there is a possibility of commissioning a speed survey to help quantify the level of speeding. This will determine if any further action is required beyond the initial assessment.	Agreed at TRC – 15 th Dec 2022.			

	proposal to not promote a change in speed in speed limit but to install signage has been considered to which Ward Members have not agreed, owing to other locations in the area being potentially more suitable.						
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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.