



Report to Strategy & Resources Committee

7 September 2023

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	Customer Services Improvement Plan
Referred from	Council Motion 5/7/23 - Responding to the Changing Shape of the Cost of Living Crisis Locally
Details	<p>Extract from Council resolution:</p> <p>.....(d) (i) believes that accessing locally administered benefits in Sheffield is made more difficult due to the many barriers residents face in contacting the Council, and reaffirms that the Council has an utmost responsibility to assist residents to access all the benefits and support they are entitled to and (ii) notes that at the Strategy and Resources Policy Committee on 31st May 2023, councillors agreed that developing a new Customer Services strategy, that will be focused on the experience that the people of Sheffield have when accessing our services, is a key priority for the Committee;</p> <p>(e) recalls that this Council passed a motion in June 2022, not just requesting the establishment of the Cost of Living Crisis Working Group but also requiring a “Customer Services Improvement Plan to be in place within 4 months, to show how it will aim to improve response times and accessibility to services, regardless of the community that customers come from or their background, language or disability; and recognising that the Council’s services also need to be available to people without access to the phone or internet”;</p> <p>(f) therefore asks the Strategy and Resources Policy Committee to consider and report on a Customer Services Improvement Plan at the earliest opportunity;.....</p>
Comments/ Action Proposed	Report to be submitted to October S&R Committee.

Issue	Risk and Opportunities Framework
Referred from	Council Question 5/7/23 - Corporate Opportunities Register.
Details	Response from Leader <i>"It is suggested that the Strategy and Resources Committee consider whether the development of a Corporate Opportunities Register should be included on their work programme for the 2023-24 municipal year"</i> .
Comments/ Action Proposed	To be considered as part of revised risk management arrangements, as part of a suite of supporting plans that will sit alongside/aligned with the Corporate Plan. Report to S&R in November 2023.
Issue	Cost of Living: Allocation of Unallocated Resources
Referred from	Council Motion 5/7/23
Details	Extract from Council resolution: <i>"... requests that the Strategy and Resources Policy Committee considers allocating from unallocated resources from the 2023/24 budget setting process:- (i) £200k in additional grant funding to Citizens Advice Services, to expand their employment of Volunteer Trainers and provide increased face to face support; and (ii) £400k in additional citywide LAC funding, to be allocated by Indices of Multiple Deprivation and spent on the response to the Cost of Living crisis;</i>
Comments/ Action Proposed	Item to be considered at the Cost-of-Living Strategy group with a view to a report to S&R in October/November
Issue	Reaffirming Sheffield as a City of Sanctuary
Referred from	Council Motion 5/7/23
Details	Extract from Council resolution: <i>"..... 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."</i>
Comments/ 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
Air-Conditioning and Air-Handling Service Contract Procurement	7/9/23	
Contract Procurement – Security Guarding and Keyholding Services	7/9/23	
Investment Zone Final Proposal	(Date TBC) 18/10/23?	
Annual Corporate Performance Report	18/10/23	
Customer Services Improvement Plan Update	18/10/23	
Domestic and Sexual Abuse Annual Report	20/11/23	(Cross Cutting Issue) Discussed at SLB on 7/8, recommended S&R consideration
Risk and Opportunities Framework	20/11/23	To considered as part of revised risk management arrangements, as part of a suite of supporting plans that will sit alongside/aligned with the Corporate Plan.
Heritage Strategy for Sheffield Workplan	20/11/23	
Update on Sheffield City Council’s response to the Race Equality Commission	13/12/23	
Violence against Women and Girls, Domestic and Sexual Abuse Strategy	September 2024	(Cross cutting issue) Discussed at SLB on 7/8, recommended S&R consideration Moved from March 2024 to September 2024
Amended Items	Proposed Date	Note
White Ribbon Plan and new strategy	18/10/23	Moved from September Meeting. (SLB consideration on 11/7)

Cross-Cutting Issues requiring S&R Steer:

Item	Committee	Proposed Date	Recommended
Endorsement of: Sheffield Physical Health Improvement Strategy for People Living with Severe Mental Illness, People with Learning Disabilities and Autistic People – 2023-2028	AHSC	September 2023	Considered at SLB on 7/8/23. Recommended decision of Adult Health and Social Care, with briefing for Education, Children and Families

Adult Early Intervention Strategy and improving Wellbeing outcome and tackling inequalities.	AHSC	November 2023	Considered at SLB on 7/8/23. Recommended decision of Adult Health and Social Care, with informal briefing for CPL
Heritage Strategy for Sheffield Workplan	S&R	November 2023	Considered at SLB on 7/8/23. Recommended decision of S&R. Heritage is a cross-cutting issue which touches on planning, environment, property, culture, place-making, economic development, regeneration and pride in place. Lead members from Economic Development and Skills; Planning and Highways; and Transport, Regeneration and Climate Change to all be included in workshops which develop the work plan.
Commission of Education System	ECF (Date TBC)	September 2023	Considered at SLB on 7/8/23. Recommended decision of Education, Children and Families.
Domestic and Sexual Abuse Annual Report	S&R	November 23	Considered at SLB on 7/8/23. Recommended decision of S&R, briefing to AHSC, CPL and ECF
Violence against Women and Girls, Domestic and Sexual Abuse Strategy	S&R	September 2024	Considered at SLB on 7/8, recommended S&R consideration, appropriate Policy Cttees to be briefed. (Moved from March 2024 to September 2024)

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 <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 (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)
2023/24 Q1 Budget Monitoring and Medium Term Financial Analysis	Finance monitoring update and details of the Medium Term Financial Analysis.	Philip Gregory/Liz Gough/ Jane Wilby	Decision			This Committee
NEW: Air-Conditioning and Air-Handling Service Contract Procurement	The current contract for the servicing and maintenance of air handling, air conditioning and refrigeration systems is due to end and a replacement contract is required.	Jason Peck	Decision	n/a	n/a	This Committee
NEW: Contract Procurement – Security Guarding and Keyholding Services	The current contract for security and keyholding services is due to end at the end of January 2024 and a replacement contract is required	Jason Peck	Decision	n/a	n/a	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)
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 will include actions on community engagement.	This Committee
Tackling the Stigma of Menopause and Period Poverty		James Henderson	Decision			This Committee
NEW: Annual Corporate Performance Report	Annual overview of performance against the organisation's key priorities set out in the Delivery Plan as Urgent Performance Challenges	James Ford/ Nicola McHugh	Decision	Knowledge Briefing	None	This Commttee
NEW: Customer Services Improvement Plan Update		Paul Taylor/ Tom Smith	Update			This Committee

Additional Grant Funding to Citizens Advice Sheffield from the budget amendment to responding to the changing shape of the cost of living crisis locally	TBC	Emma Dickenson	Decision			This Committee
DATE TBC Investment Zone Final Proposal	<p>SYMCA must submit the final proposal for how the SY Investment Zone will be delivered to Government by Autumn.</p> <p>We want to ensure SCC members have the chance to review and give their backing to the proposal and how the £80m will be spent prior to the SYMCA Board in mid-Sept.</p>	Ben Morley/ Andy Kempster	Decision	<p>We have engaged with a range of members through the below formats:</p> <p>Leaders Brief – where we set out the timelines and overview</p> <p>Support for the leader for the IZ announcement</p> <p>Extra-ordinary briefing for Chairs, Vice-Chairs of TRC and EDS</p> <p>Follow up emails with Chairs</p> <p>We will also send the final proposal to the Chairs prior to SR.</p>	No engagement has been made as of yet. Plans are currently in development and we can share these shortly.	
Agency Staffing Provision	<p>To gain approval for the commissioning of Agency staffing services at the end of current contract.</p> <p>The current Agency contract ends on 31 March 2024.</p>	Peter White		<p>Agenda item at CJC in September 2023.</p> <p>Attendance at Pre-Agenda Committee in September/October 2023</p>	n/a	This Committee

Meeting (23/24)	20 November23	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)
Endorsement of City Goals		James Henderson	Decision			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 and gives clear direction for the whole council, citizens and partners	James Henderson	Decision			Full Council. Report to be submitted in the Autumn
Risk and Opportunities Framework		Claire Taylor	Decision			
Equalities Objectives		James Henderson	Decision			
2024 to 2027 Revenue & Capital Budget		Philip Gregory/Liz Gough	Decision			
Domestic and Sexual Abuse Annual Report	The annual Domestic Abuse Report will coincide neatly with	Alison Higgins	Performance/Monitoring	None	Partners and stakeholders will be invited to	Cross cutting issue. SLB on 7/8/23

	the recommendation to committee that we engage in the coproduction and consultation on future Domestic Abuse Strategy for the city which we would expect to bring back to committee for final sign off in Spring 2024.				submit information	recommended decision of S&R, briefing to AHSC, CPL and ECF
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

Meeting (23/24)	13 December 23	Time				
Topic	Description	Lead Officer/s	Type of item	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/	Final decision-maker (& date)

					Engagement approach	
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
NEW: Update on Sheffield City Council's response to the Race Equality Commission	S&R have agreed to receive an update report against progress in December 2023.	Lucy Heyes/ James Henderson	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

Meeting (23/24)	21 February 24	Time				
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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)

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 summer 2024.	Lucy Heyes	Progress Reports			This Committee
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.
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

NEW: 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).	Sam Martin	Decision			This Committee. September 2024. Cross cutting issue. Discussed at SLB on 2/8/23. Relevant PCs to be briefed.
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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.

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