

Overview and Scrutiny Management Committee

Thursday 19 July 2018 at 1.30 pm

**To be held at the Town Hall, Pinstone
Street, Sheffield, S1 2HH**

The Press and Public are Welcome to Attend

Membership

Councillors Denise Fox (Chair), Ian Auckland, Penny Baker, John Booker, Ben Curran, Douglas Johnson, George Lindars-Hammond, Pat Midgley, Mick Rooney, Ian Saunders, Steve Wilson and Cliff Woodcraft

Substitute Members

In accordance with the Constitution, Substitute Members may be provided for the above Committee Members as and when required.

PUBLIC ACCESS TO THE MEETING

The Overview and Scrutiny Management Committee comprises the Chairs and Deputy Chairs of the four Scrutiny Committees. Councillor Cate McDonald Chairs this Committee.

Remit of the Committee

- Effective use of internal and external resources
- Performance against Corporate Plan Priorities
- Risk management
- Budget monitoring
- Strategic management and development of the scrutiny programme and process
- Identifying and co-ordinating cross scrutiny issues

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk. You can also see the reports to be discussed at the meeting if you call at the First Point Reception, Town Hall, Pinstone Street entrance. The Reception is open between 9.00 am and 5.00 pm, Monday to Thursday and between 9.00 am and 4.45 pm. on Friday. You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda.

Members of the public have the right to ask questions or submit petitions to Scrutiny Committee meetings and recording is allowed under the direction of the Chair. Please see the website or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

Scrutiny Committee meetings are normally open to the public but sometimes the Committee may have to discuss an item in private. If this happens, you will be asked to leave. Any private items are normally left until last. If you would like to attend the meeting please report to the First Point Reception desk where you will be directed to the meeting room.

If you require any further information about this Scrutiny Committee, please contact Emily Standbrook-Shaw, Policy and Improvement Officer, on 0114 27 35065 or email Emily.standbrook-shaw@sheffield.gov.uk

FACILITIES

There are public toilets available, with wheelchair access, on the ground floor of the Town Hall. Induction loop facilities are available in meeting rooms.

Access for people with mobility difficulties can be obtained through the ramp on the side to the main Town Hall entrance.

**OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE AGENDA
19 JULY 2018**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest**
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meetings**
To approve the minutes of the meeting of the Committee held on 19th April and 16th May, 2018
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. SCC 2020**
Report of Executive Director, Resources, and Director, Policy, Performance and Communications.
- 8. Effectiveness of local authority overview and scrutiny committees; report of the Communities and Local Government Committee, published 15 December 2017**
Report of the Head of Elections, Equalities and Involvement.
- 9. Combined Scrutiny Work Programme 2018/19 (Draft) and update from Committee Chairs**
Report of the Policy and Improvement Officer.
- 10. Draft Work Programme 2018/19**
Report of the Policy and Improvement Officer.
- 11. Date of Next Meeting**
The next meeting of the Committee will be held on Thursday, 18th October, 2018, at 1.00 pm, in the Town Hall

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest (DPI)** relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
 - under which goods or services are to be provided or works are to be executed; and
 - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
 - the landlord is your council or authority; and
 - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
 - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
 - (b) either -
 - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Audit and Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email gillian.duckworth@sheffield.gov.uk.

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Overview and Scrutiny Management Committee

Meeting held 19 April 2018

PRESENT: Councillors Chris Peace (Chair), Ian Auckland, John Booker, Denise Fox, Douglas Johnson, Pat Midgley, Josie Paszek, Ian Saunders and Cliff Woodcraft

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1. APOLOGIES FOR ABSENCE

1.1 An apology for absence was received from Councillor Mick Rooney.

2. EXCLUSION OF PUBLIC AND PRESS

2.1 No items were identified where resolutions may be moved to exclude the public and press.

3. DECLARATIONS OF INTEREST

3.1 There were no declarations of interest.

4. HOW SHEFFIELD CITY COUNCIL WOULD LIKE TO DO BUSINESS - ETHICAL PROCUREMENT

4.1 The Chair suggested that consideration of this item be deferred to a meeting in the Municipal Year 2018/19, to allow for further public consultation on the Ethical Procurement Strategy.

4.2 The Committee concurred with the suggestion now made.

5. MINUTES OF PREVIOUS MEETINGS

5.1 14th February 2018

The minutes of the meeting of the Committee held on 14th February 2018, were approved as a correct record.

5.2 22nd February 2018

The minutes of the special meeting of the Committee held on 22nd February 2018, were approved as a correct record.

6. PUBLIC QUESTIONS AND PETITIONS

6.1 The Committee received the following questions from members of the public:-

6.2 Alan Kewley

What are the Council's main sources of customer feedback to support the

developing Customer Experience Strategy?

6.2.1 The Chair stated that a response would be provided as part of the consideration of Agenda Item 7 (Customer Experience Programme – Update).

6.3 Annie O’Gara

(a) Is the Committee content with the manner of consultation of stakeholders who have offered full support in the drafting of the Ethical Procurement Policy?

(b) Does the Policy live up to the elevated rhetorical claim within it, especially if, as it stands, a large multi-national with a complex structure can effectively evade the conditions related to Discretionary Exclusion, ie not feel any consequences for grave professional misconduct which renders their integrity questionable, whilst a small, Sheffield-based local business, cannot evade the consequences of its misconduct?

(c) Is this Policy being rushed through, without proper consultation and exploration of all its implications and problems?

6.3.1 The Chair stated that written responses would be provided to the questions raised.

7. CUSTOMER EXPERIENCE STRATEGY - UPDATE

7.1 The Committee received a report of the Director of Policy, Performance and Communications, containing an update on progress, and plans for the future, in respect of the Customer Experience Strategy over the last twelve months, focusing specifically on the development of the Council’s online services and changes to the Customer Contact Centre.

7.2 In attendance for this item were Martin Riggall (Head of Digital Services) and Paul Taylor (Head of Customer Services).

7.3 Martin Riggall stated that there had been a considerable amount of progress made with regard to improving the experience that the Council’s customers had in accessing customer services. The Council had undertaken detailed consultation with the public on the improvements, which had included face to face discussions with residents, holding workshops and organising online surveys. As part of the Council’s ongoing monitoring of customer services, residents were contacted and questioned about their experiences when contacting the Council, and a sample of residents had been recorded whilst trying to access on-line services, which helped to make improvements.

7.4 Paul Taylor reported on the improvements made to the Customer Contact Centre, building on the successful establishment, in April 2017, of an out of hours contact centre, based at the Manor Lane site, for emergency repairs and problems with lifts. Mr. Taylor stated that, following this, the Council had insourced some of the calls being dealt with by South Yorkshire Police’s ‘101’ service, with the calls in scope including issues relating to homelessness, vulnerable adults and children, and anti-social behaviour relating to Council properties and premises. He stated

that this service, effective from 1st February 2018, had resulted in an average of 96% of calls being answered, and that feedback about the service had been very positive. There were also plans for Customer Services to speak with other Council Services about whether they could benefit from having out of hours calls taken by the Contact Centre. The Council was currently looking to upgrade its telephone system, which would result in there being a number of new facilities which would help the customer experience, such as callers being informed that they were in a queue, and giving them notification of approximately when their call would be answered.

7.5 Members of the Committee raised questions, and the following responses were provided:-

- The introduction of the new telephone system would enable the Contact Centre to consider introducing a number of new facilities, including giving callers the option of leaving a message, for a Customer Services Operator to ring them back at a time more convenient for them. It was accepted that when callers, having gone through a number of different options (Interactive Voice Response), and then asked to hang up and call back at a less busy time, caused major frustration to them.
- Another initiative being looked at was greater multi-skilling of advisors, enabling them to move between the different teams in order to meet demand.
- The Business Change and Information Solutions Team had recently organised an initiative where advisors had been relocated to a community centre and a library in Darnall, providing opportunity for people with sensitive problems to speak to advisors face to face.
- Introducing the facility whereby callers could save time on the Interactive Voice Response, if they knew the option needed, would be investigated when looking at the new telephone system.
- Whilst it was accepted that some users of the Council website experienced problems navigating the various options, following the implementation of the new website, in April 2017, the majority of users were able to find what they were looking for by using the search facility.
- Whilst it would be ideal to have more staff in the Contact Centre, this was not always possible, therefore it was important to make sure that staff were properly trained to be able to assist callers to the best of their ability.
- Following the insourcing of some of the calls previously dealt with by South Yorkshire Police's '101' service, this service was now being delivered for £50,000 per year less than the sum previously paid to the police for taking these calls.
- Whilst the facility for callers to request a call back at a more convenient time had its advantages, it could sometimes be difficult for the Contact Centre to predict when the quieter periods would be.

- Satisfaction surveys were undertaken once a month, across relevant Customer Services teams, which indicated that satisfaction rates were generally very high, although the time spent queuing to get through to the Contact Centre was an issue for callers. The Contact Centre aimed for 85% of calls made to be successfully completed. At present, this figure was being substantially exceeded in the evenings.
- The Council was looking to further improve the customer experience by introduction of new technology, which would improve financial transactions between users and the Council. Such planned improvements would enable users to check their balances/payments online, and allow the Council to store customers' debit card details. As a form of income generation, which had become more relevant in recent times, Sheffield Archives and Local Studies had recently launched an online shop, featuring items from its collections. It was hoped that, by working with partners to design and specify new modern online payments functionality, such as catalogues and shopping baskets, this would offer new ways for customers to buy services from the Council. Whilst there had been some delay with regard to carrying out relevant enhancements to the Council's online payments and e-commerce functionality, it was hoped that a quote for the necessary works would be received from Capita very shortly and, depending on the costs, works would commence on the build shortly after. It was hoped that following a satisfactory quote from Capita, such works would be completed within three to six months.
- Previously, many of the calls being directed to the police around the area now insourced would be made via Council numbers, but routed to the "101" service. All calls made to the '101' number were directed to the police, but following the insource, if the call related to a Council issue, it would be referred to the Council to deal with.
- The Customer Service facility in respect of the City-wide Alarm System was currently outsourced, with the contract due to end in April 2019. Officers were currently considering options following that date, including tendering the service out again, or bringing the service back to the Council.

RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, together with the comments now made, and the responses to the questions raised;
- (b) thanks Martin Riggall and Paul Taylor for attending the meeting and responding to the questions raised;
- (c) recommends that newly appointed Members, following the Municipal Elections 2018, be invited to visit the Contact Centre and to listen in to calls; and
- (d) requests that this issue be placed on its Work Programme 2018/19, with a

further update to be provided at a future meeting during that year.

8. WORK PROGRAMME REVIEW AND ANNUAL REPORT 2017/18

8.1 The Committee received and endorsed the report of the Policy and Improvement Officer containing a summary of its activities during the Municipal Year 2017/18, for inclusion in the Scrutiny Annual Report 2017/18.

9. WORK BASED DEVELOPMENT AND WELLBEING - UPDATE ON RECOMMENDATIONS

9.1 The Committee received a report of the Policy and Improvement Officer containing a refresh of the comments made by the Committee, at its meeting held on 16th November 2017, on the development of the Workforce Strategy, specifically relating to the wellbeing and development of staff. The report also contained a response from the Director of Human Resources to the Committee's comments, which included an update on the Council's work to support employee development and wellbeing.

9.2 Members identified a number of areas they would like more detailed information on, as follows:-

- Mental health training – how many people have undertaken the training, and in what format
- Whistleblowing - Update
- Engagement with trade unions in developing the Strategy

9.3 RESOLVED: That the Committee:-

- (a) notes the contents of the report now submitted, together with the comments now made; and
- (b) requests:-
 - (i) a further update on the issues identified in paragraph 9.2 above; and
 - (ii) that this issue be placed on its Work Programme for 2018/19, with a further update to be provided at a meeting during that year.

10. ISSUES TO RAISE FROM OTHER SCRUTINY COMMITTEES

10.1 The Committee noted information reported by those Chairs of the Scrutiny and Policy Development Committees in attendance, in terms of updates on their respective Committee's work.

11. DATE OF NEXT MEETING

11.1 It was noted that the next meeting of the Committee would be held on a date to be arranged.

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SHEFFIELD CITY COUNCIL

Overview and Scrutiny Management Committee

Meeting held 16 May 2018

PRESENT: Councillors Ian Auckland, Penny Baker, Ben Curran, Denise Fox, Douglas Johnson, George Lindars-Hammond, Pat Midgley, Mick Rooney, Ian Saunders and Cliff Woodcraft

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1. APOLOGIES FOR ABSENCE

1.1 An apology for absence was received from Councillor John Booker.

2. APPOINTMENT OF CHAIR

2.1 RESOLVED: That Councillor Denise Fox be appointed Chair of the Committee for the Municipal Year 2018/19.

3. DATES AND TIMES OF MEETINGS

3.1 RESOLVED: That meetings of the Committee be held on a quarterly basis, on dates and times to be determined by the Chair, and as and when required for called-in items.

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**Overview and Scrutiny Management Committee
19th July 2018**

SCC2020

**a modern, flexible and creative council as a
driving force for the city**

Overview of SCC2020

Presentation Structure



- Overview of SCC2020:

- Context
- Change Landscape
- Structure of SCC2020
- Governance

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- Overview of Resources and PPC elements:

- Customer Experience Programme
- Digital and Technology Strategy
- Workforce and Organisational Development Strategy

What is SCC2020?



- SCC2020 is our way of collectively describing a number of key internal improvement programmes and supporting activities.
- SCC2020 is about ensuring that we have the tools, processes and capabilities in place and have an adaptable, flexible organisation that can respond effectively to Member Priorities.
- The programmes under the SCC2020 banner are a mixture of corporate ones (e.g. ICT improvements, workforce development, etc.) and portfolio ones (e.g. Improvement and Recovery plans in Children's and Adults).
- Relevant Cabinet Members are already aware of and engaged with these programmes through the relevant programme governance.
- SCC2020 allows us to coordinate this activity more effectively so we can better use our resources and share learning across different parts of the Council.

- We have come through several years of significant change over which we have had little control in terms of the scale and nature of that change.
- We continue to face major challenges including demand growth in social care, increasing expectations of customers for style, look and nature of services driven by their comparison with the best private sector companies.

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In meeting these challenges, we must:

- 1) implement changes in the context of a clear destination, trajectory and pace; and
- 2) build our organisational capability so that we can see change through.
- We are moving into a new era of increased collaboration, a requirement to be flexible and adaptable, to be ICT and digitally enabled with a workforce that clearly understands what a good job is and feels adequately valued and rewarded.

Change Landscape

The current change landscape is significant and complex. There are a large number of change projects and programmes ongoing (not all listed here). The most significant **Delivery Programmes**, in terms of impact on those living and working in Sheffield, are as follows:

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- Children's Improvement and Recovery Plan
- Adults Improvement and Recovery Plan
- Inclusion Improvement and Recovery Plan
- Place Change Programme
- Growing Our Local Income B



Delivery
Programmes

These are change programmes that are focused on improvements to customer facing services. Each of these programmes has dependencies on other activity, whether it is investment in technology or the development of our workforce.

Future Organisation

To enable us to meet our current and future challenges, we need an organisation that is flexible, adaptable, sustainable, digitally-enabled and with a total focus on customer experience. There are three **Enabling Programmes** and three **Supporting Frameworks** which will support us to deliver this:

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- Customer Experience Programme
- Digital and Technology Strategy
- Workforce & OD Strategy

Enabling
Programmes

These are organisational wide change programmes that will support the Delivery Programmes and create a consistent approach to delivering change to create our future organisation.

- Open Decision Making
- Performance Framework
- Financial Strategy

Supporting
Frameworks

These are corporate frameworks which will support the change activity across the Council to be well managed, consistent, open and financially sustainable. They will help us to measure our success.

Combining the

5 Delivery Programmes

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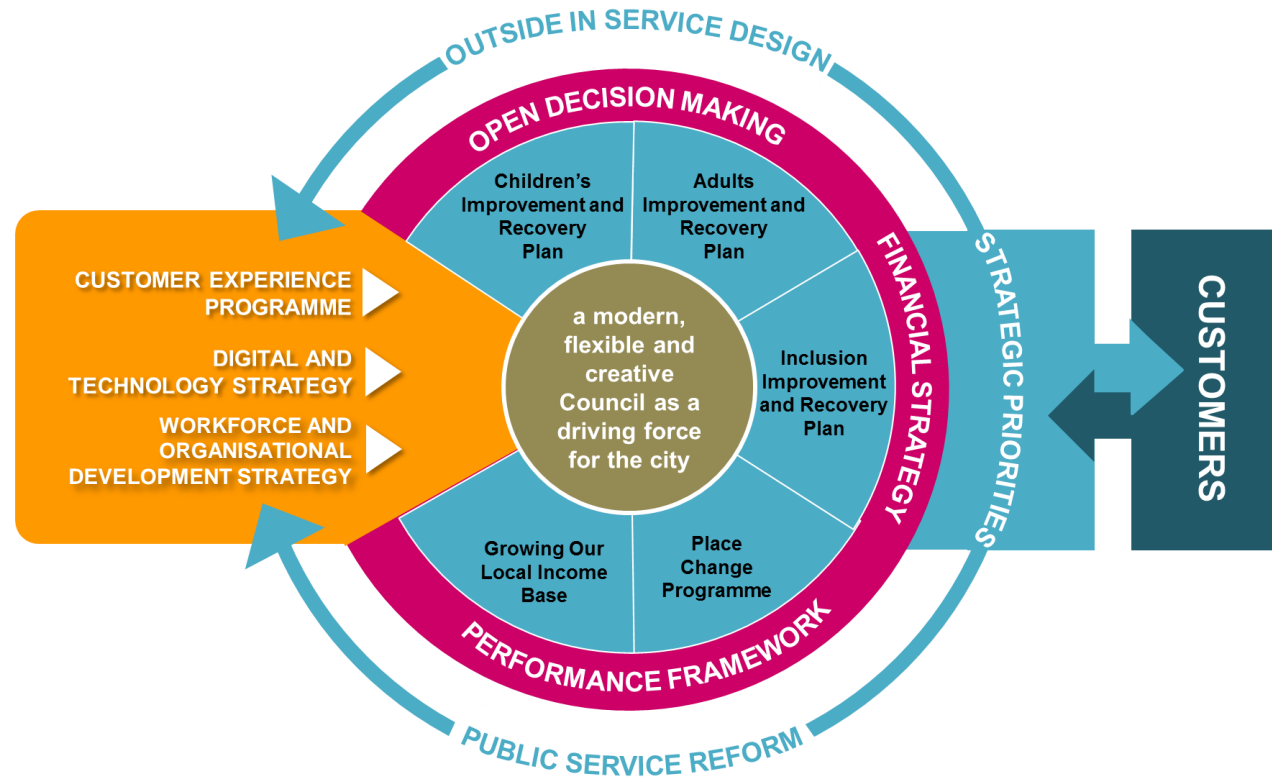
3 Enabling Programmes

+

3 Supporting Framework

=

the scope for our organisational change programme.



Structure of the Programme



Some Principles

- Provide appropriate governance and oversight of the individual enabling programmes and supporting frameworks to ensure that they are achieving what they set out to do, without seeking to micro-manage them (that should be the job of existing boards).
- Primary focus on accountability to ensure delivery of outcomes.
- Use existing governance mechanisms to prevent duplication of effort and to ensure that most of our effort goes into delivering outcomes rather than managing processes.
- The respective programme leads will ensure appropriate member engagement at the programme level as part of their normal conversations.
- Design real staff engagement as this will be key to the successful delivery of the change. This is partly about communication but mostly about building our organisational capability.
- Dependency work will be undertaken to help prioritise and order the activity and to spot any resource contention.

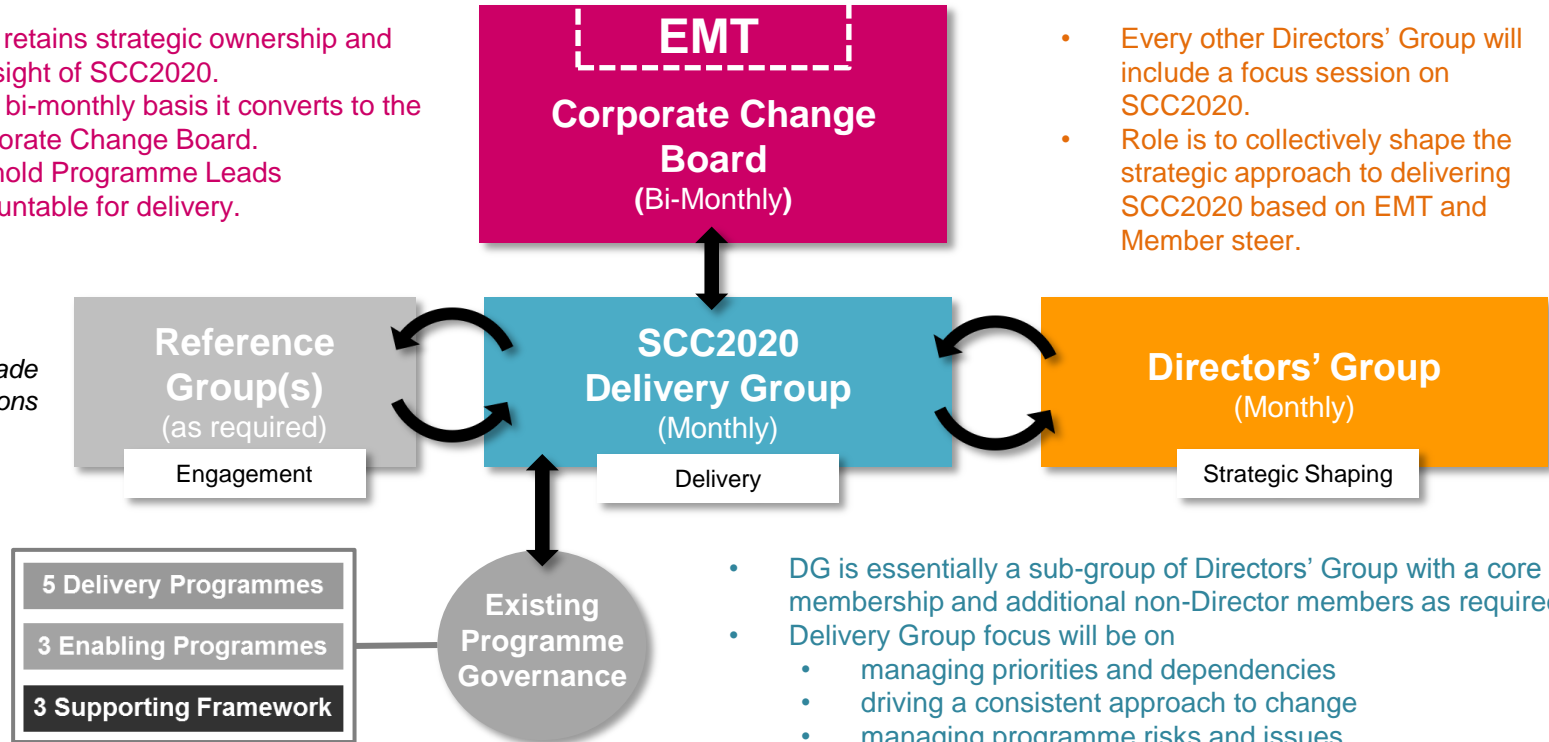
Governance Structure

- EMT retains strategic ownership and oversight of SCC2020.
- On a bi-monthly basis it converts to the Corporate Change Board.
- Will hold Programme Leads accountable for delivery.

- Every other Directors' Group will include a focus session on SCC2020.
- Role is to collectively shape the strategic approach to delivering SCC2020 based on EMT and Member steer.

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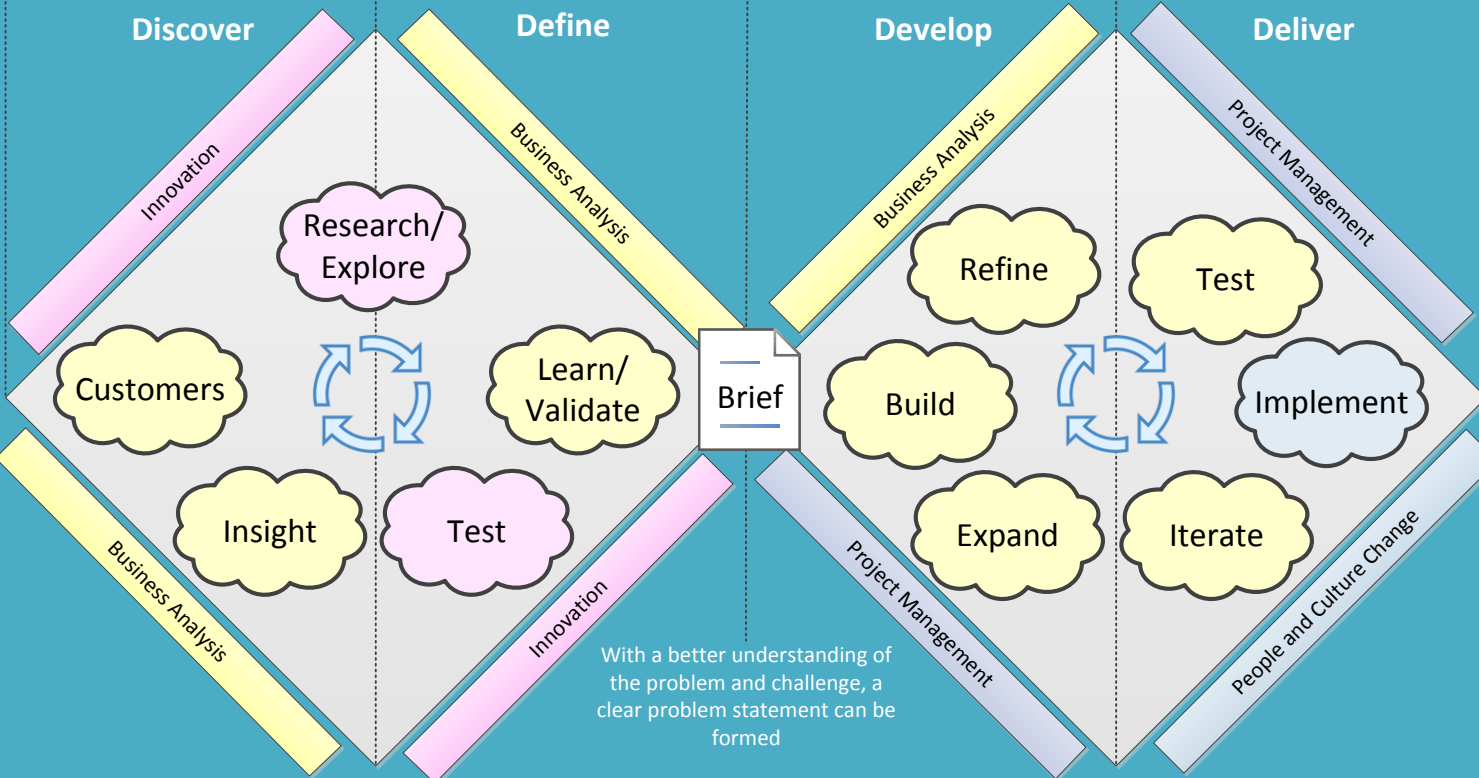
Including Trade Unions



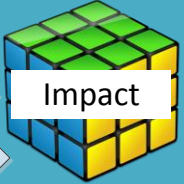
Including PLTs and joint PLTs

- DG is essentially a sub-group of Directors' Group with a core Director membership and additional non-Director members as required.
- Delivery Group focus will be on
 - managing priorities and dependencies
 - driving a consistent approach to change
 - managing programme risks and issues
 - peer support and challenge
 - providing assurance to EMT/Corporate Change Board.

Change Methodology



With a better understanding of the problem and challenge, a clear problem statement can be formed



Customer Experience Programme

Our Vision

The way we deliver services to customers affects everyone in Sheffield.

CLICK the **YELLOW** buttons to read more

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EXPERIENCE
for customers
feels consistent



Customers
are able to
INTERACT
with us



We will help
CUSTOMERS
get what
they need



**OVERALL
VISION**
to deliver excellence,
first time, every time



We will
enable more
customers to
**HELP
THEMSELVES**



DELIVER
what
customers
want



Customers feel
like we are
IN-TOUCH
with their
needs



Key principles - reminder

- Driven by customer need
- Focused on the actual experience that customers get
- Design-led with customers involved in the design process
- End to end – not just sorting the front-end
- Informed by data and intelligence
- Digital first but channel neutral
- Programme led and managed

Services through a customer lens



I'm getting married



I'm having a baby



I'm moving house



I need some help to remain independent



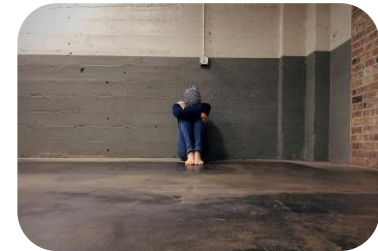
I want to start a business in Sheffield



I've lost my husband and living alone



I'm getting a divorce



I need somewhere to live

Progress to date



Key capabilities

- New web platform in place and operating according to expectations
- New e-forms technology in place
- Customer Relationship Management system upgrade agreed
- New intranet in development and due to launch in September
- Online payments project underway

Exploiting the capabilities

- First end-to-end journeys created (Streets Ahead)
- Darnall Library customer redesign project finished first phase
- ASC web content being rewritten from customer perspective
- Discovery phase of fostering project completed

Next steps

- The Programme is currently identifying priority areas that will form the basis of the projects / change over the next few years, aimed at delivering an improved customer experience and the ambitions set out in the strategy.
- As an enabling programme it is important that the programme aligns with the key priorities of the SCC 2020 Delivery Programmes.
- In addition, we know that the digital maturity and customer experience of a range of our universal / transactional services needs improving.
- The change is likely to involve:
 - A project focused on delivering new or improved infrastructure as a core capability.
 - A range of service redesign projects, looking to take a user-centred approach to design services end-to-end based on customer need, exploiting the core a capability to make things better for the customer and the council.
 - Improvements in the digital offer (irrespective of channel).

Summary of Opportunity / Priorities



- Opportunity areas are being identified in discussions with delivery programmes; to-date engagement has been undertaken with Place Change Programme, Inclusion Programme, Adults and Childrens Recovery Programmes, Housing and Customer Services. A workshop to look at opportunities in Welfare Reform / Universal Credit is planned.
- In addition, a desk-top exercise has been undertaken to understand what would be the priority areas for digital transformation and a further 16 key high level service areas have been identified.
- Things like, timing of available technology and other dependencies have been taken into consideration

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Customer Experience Programme - Proposed Scoping



In-flight Projects

Pest Control

Fostering

CRM Upgrade

Payments

ASC online journeys

Darnall Community /
Library Development

Scoping Group 1

PCP Baseline / Support
for Hub

Bookings (Social Care /
Housing)

Children and Families
Info, Guidance & Advice -
for professionals

Adult Social Care (ASC) -
Health and Housing
Needs E2E

Housing - Info, Guidance
and Advice

Scoping Group 2

SCAS - Payments and
customer centricity

ASC - Bringing customer data
together

ASC - Improving self-help

Inclusion - CRM and
Telephony

Inclusion - Info, Guidance
and Advice

Housing - Improved Payments

Scoping Groups 3 - 4

Children and Families - improving
telephony and CRM

Housing - improving relationship
management - private house
builders

Council Tax and Benefits

Process Manager - Proof of Concept

ASC - Equipment and Telecare

Web Chat Proof of Concept

CRM Opportunities for exploitation

Telephony Opportunities for

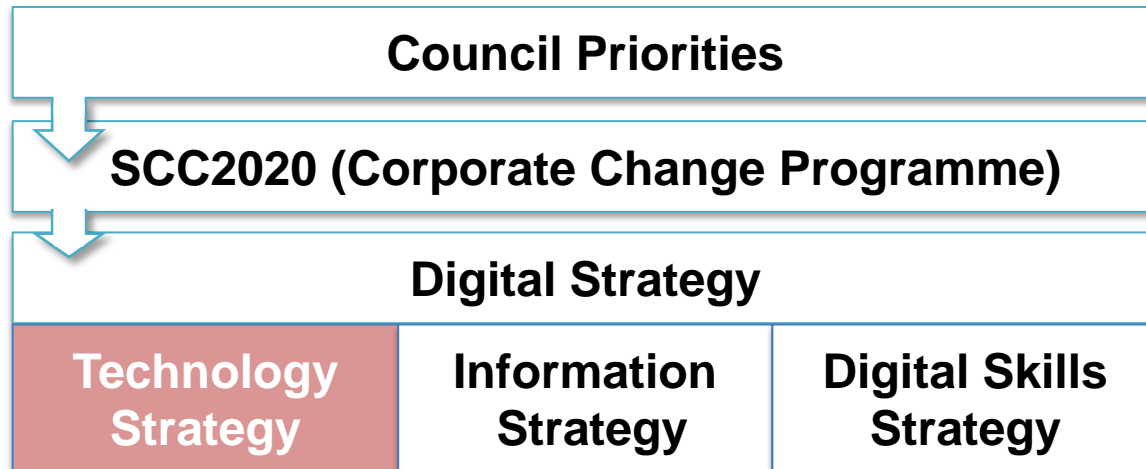
- Cllr Olivia Blake is the Cabinet Member with overall responsibility for the programme
- Day-to-day governance is provided by a cross-portfolio Customer Experience Programme Board, which reports to the SCC2020 Delivery Group
- The Programme Board is supported by a steering group who provide service-based input
- There are close links with the various delivery programmes – fundamentally Customer Experience is there to support them to achieve

Digital and Technology Strategy

Context

‘Technology 2020’ is the ‘brand name’ for our strategy to support the delivery of a digitally-enabled Council through the exploitation of existing and new technology. It is one of three strategies that will collectively make up our Digital Strategy.

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Cabinet approved the Technology 2020 Strategy on 20th June 2018, along with investments to deliver it.



Drivers



- **National drivers:** The changing shape of the UK public sector and wider economy are driving us to change how we deliver our services and work with others and technology is key to this shift.
- **Changing markets:** Technology markets are constantly changing and the Council needs to be fully engaged with the market and understand how to exploit new types of technology and provision and drive cost and delivery value.
- **Increasing scope of change:** The Council is moving into a period of fundamental change which requires modern, flexible technology to support it.
- **Rising staff (and customer) expectations:** Expectations on what good technology looks like are heightened as most people now use technology in their private lives. This includes staff and customers.
- **Staff demands:** Allied to this, council staff need and are asking for the right tools to enable them to be efficient, agile and responsive.

Vision



- We will give all staff and Members the technology, skills and information appropriate to their role, enabling them to focus on doing their job as effectively and efficiently as possible.

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Staff and Members will have the latest (and regularly updated) laptops as part of a refresh programme and access to the latest Microsoft productivity and communication tools so they can work flexibly.

- They will be able to access systems and information from wherever they are within an IT environment that is always connected, available and with effective business continuity built in as standard.
- They will be provided with the skills and confidence to use these tools and the Council will be working towards joining up information and data so this is easier to find, use and share.

Design Principles



These principles are key in ensuring that this strategy can be delivered and achieve the desired outcomes:

- Design for a predictable total cost of ownership
- Re-use, buy then build (as a last resort)
- Rationalise where appropriate
- Open standards and enterprise applications by default
- Cloud by default
- Always be in mainstream support and think about product lifecycle
- Think about data and information
- Build security and resilience
- Deliver business solutions not technical solutions
- Allow no exceptions

Strategic Themes



This strategy is built on seven key strategic themes which will ensure we are covering all the aspects needed to deliver a sustainable technology environment.

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- **Collaboration** – focusing on how we use technology to work with others;
- **Mobility** – using tools to enable us to work in a flexible and agile way;
- **Sustainability** – building a technology environment that is socially, economically and environmentally sustainable;
- **Resilience** – making sure that our technology is designed to provide continuity by default;
- **Optimisation** – ensuring that we make the most of what we have and exploit new investments; and
- **Sourcing** – building a multi-vendor approach that encourages innovation and competition to drive value to us.

Governance



We have implemented governance to ensure that the roll out of the IT Strategy and its further developments are fully owned by the organisation. This cannot just be seen as something owned by IT. It is key that we adopt a **One Council** approach to the development of our technology environment. This will involve two main parts:

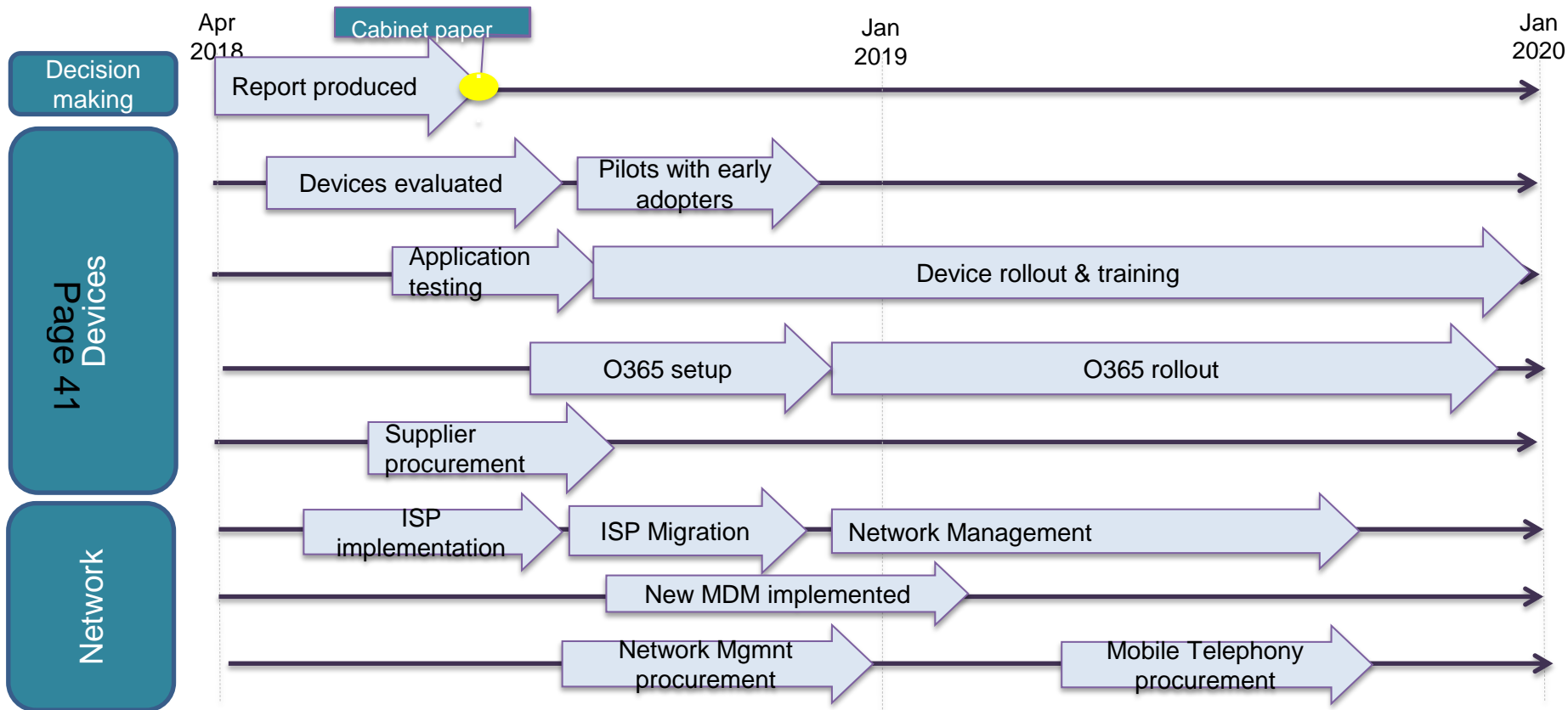
- **Technology 2020 Strategy Board** – corporate board to oversee the strategy and make recommendations and approvals on future direction and investments. This is chaired by the Director of BCIS and has organisational-wide representation; and
- **Technical Design Authority** – this is a more technical board that is crucial in maintaining the integrity of the Council’s technology environment. It is chaired by the Assistant Director of ICT.

Key Projects



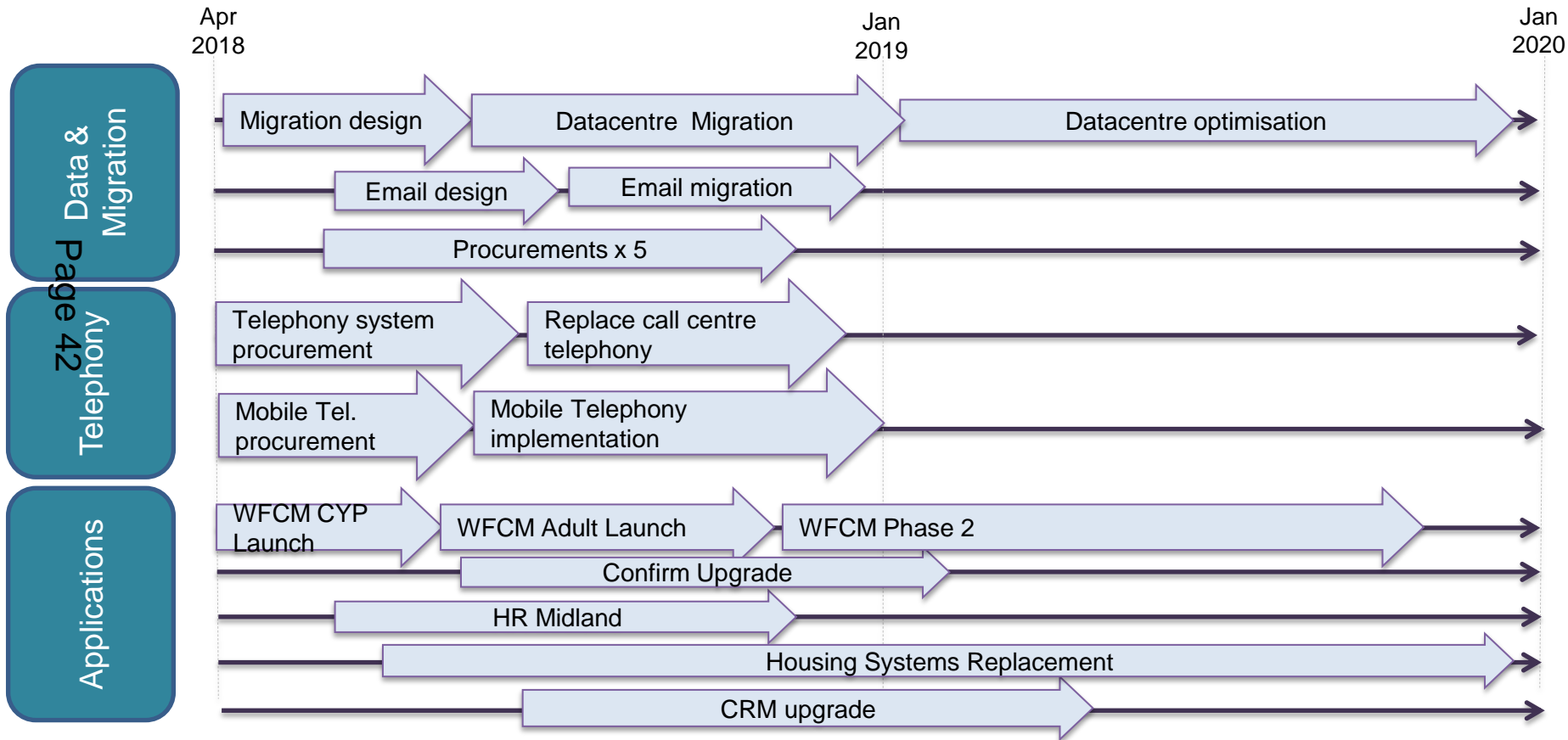
Strategy Theme	Project
Optimising	Datacentre transformation and migration to Microsoft Azure or alternative hosting services.
Optimising	Upgrade Enterprise Agreement to add software assurance to support migration to the Microsoft cloud product set.
Collaboration	SharePoint upgrade and migration to O365
Collaboration and Mobility	Migration from Microsoft Exchange to Microsoft hosted Office365.
Collaboration and Mobility	Replacing existing Avaya telephony platform with Microsoft Skype for Business.
Mobility	End user computing refresh including upgrade from Windows 7 to Windows 10.
Mobility	Replace existing remote access with Microsoft Direct Access.
Collaboration	YHPSN new network and connection to HCN.

Indicative Timeline for Tech 2020



*feasibility to be validated by services as more information known

Indicative Timeline for Tech 2020



Workforce and Organisational Development Strategy

Workforce & OD Strategy Overview



Context and Drivers

Our Workforce and Organisational Development Strategy will;

- Help to deliver the sustained transformation necessary to achieve more flexible, resident and customer focused services
- Ensuring we are able to respond to change, seeking creative solutions, contently challenging and improving current practice
- Ensuring our workforce is able to deliver the best possible outcomes for the communities we serve, with they right skills, knowledge and understand our expectations of them
- It will underpin our values, help determine how we need to behave
- It will be an enabler for cultural change
- Be integrated with our vision, objectives and financial planning arrangements and supports delivery of the Council Plan and our priorities
- It should help us to tell our story

Our Workforce Strategy Vision

Workforce Planning

Support services to proactively plan future resource requirements. Use our values, Employee Value Proposition and behaviours to recruit and retain staff and challenge and address inequality and access

Outcome: Services will have a workforce plan which is flexible and able to anticipate and respond to future workforce and organisational change.

Workforce Development

Ensure employees have the skills to undertake their role now and in the future and that time is invested in their development

Outcome: Our workforce will have the right skills and behaviours to maximise productivity and be accountable for delivery. We will ensure our workforce has the confidence and knowledge to undertake their roles

Our Workforce Strategy Vision

Health and Well-Being

To drive and influence the delivery of wellbeing through proactively supporting employee wellbeing

Outcome: We will be an organisation that supports and manages wellbeing through interventions which are effectively communicated and accessible. Good MI will allow us target support so that we can achieve the greatest impact.

Organisation Design

Structures are aligned to and can adapt to changing service needs, design principles are embedded and there is an understanding of how structures impact on processes and behaviours

Outcome: We will agree a set of design principles and will ensure compliance with them. Our structures will respond effectively to changes in customer demand and will ensure there is no duplication of activity in order to maximise productivity. We retain talent through career progression and development

Our Workforce Strategy Vision



Employee Engagement

Promote and support effective and active engagement, listen to employee feedback and act upon it

Outcome: We use SCC2020 to tell our story in a clear and cohesive manner and all employees understand their contribution to the organisations outcomes. We will speak to our employees on a regular basis, understanding the importance of feedback to generate improvement and will build culture of compliance to enable effective change.

Pay and Reward

A modern and affordable approach to pay and reward that can adapt to the changing nature of our structures and services, can attract and retain talent and support motivation, engagement and productivity

Outcome: The Council will have a well communicated Employer Value Proposition which attracts and retains talent. We will hold a clear position as an employer of choice within the City with all employees having sustainable standards of living.

Headline Activity Already Underway

The actions in the strategy build on work already underway including;

- Our **Apprenticeship Strategy**, it is linked to workforce planning with a commitment to 134 apprenticeship places each year
- Launched a much simpler approach to **PDR** in response to feedback
- A new approach to **Leadership Development** which will equip first line and middle managers with the skills they need
- New **recruitment website** and new approach to recruitment which focuses on our values, employment proposition and staff benefits
- Launched **Being Healthy at Work Strategy**, along with new mental health interventions including L & D modules (very popular and fully booked for next 12 months)
- Ongoing targeted support for managers to help manage **sickness**, new procedure absence launch with training for managers (600+ attended), new Occupational Health and staff counselling and support,

Success of this strategy depends on everybody being clear about what we need to achieve and how they need to contribute to this.

Building on existing Governance the strategy is delivered through;

- **Strategic Workforce Board** – Responsible for delivery of the strategy and ownership and accountability for all activity that will contribute to outcomes.
KPI's to be developed to monitor progress
- **Portfolio Workforce Boards** – Responsible for the delivery of all activity which will contribute to Portfolio objectives and for implementing activity within Portfolio activity agreed by the Strategic Workforce Board
- **Role of Managers and Staff** – it is important that managers and staff understand what our expectations of them are and that they have the skills and capability to deliver this.



Report to Overview and Scrutiny Management Committee 19th April 2018

Report of: Head of Elections, Equalities and Involvement

Subject: Effectiveness of local authority overview and scrutiny committees; report of the Communities and Local Government Committee, published 15 December 2017

Author of Report: Michael Bowles, Head of Elections, Equalities and Involvement, tel 0114 2735568, email Michael.bowles@sheffield.gov.uk

Summary:

This report provides an overview of the report published by the Communities and Local Government Committee, in December 2017. The inquiry was set up to examine whether the overview and scrutiny model introduced by the Local Government Act 2000 is meeting its objectives and how decision-makers can best be held to account.

A summary of the report's recommendations is provided and potential improvements to the way Sheffield City Council implements its Scrutiny function have been identified.

Type of item: The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	X
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Community Assembly request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	

The Scrutiny Committee is being asked to:

1. Note the summary of the Committee's report and the identified areas for potential improvement in Sheffield's Scrutiny function
2. Provide comments and suggestions regarding taking these forward
3. Consider the potential to feed some recommendations into the Cross Party working group, outlined in section 3.2

Background Papers:

Effectiveness of local authority overview and scrutiny committees: Report of the Communities and Local Government Committee, 15th December 2017.

Overview and Scrutiny in Local Government Inquiry 2016-17 written evidence submitted by Chair of Overview and Scrutiny, Sheffield City Council

Category of Report: OPEN

Report of the Head of Elections, Equalities and Involvement

Effectiveness of local authority overview and scrutiny committees: report of the Communities and Local Government Committee, published 15 December 2017

1. Introduction/Context

- 1.1 The inquiry was set up to examine whether the overview and scrutiny model introduced by the Local Government Act 2000 is meeting its objectives and how decision-makers can best be held to account.
- 1.2 The Committee's report finds that Government must encourage a culture change at local authorities to ensure overview and scrutiny is truly independent of the executive and can properly contribute to improving services for taxpayers. It warns that scrutiny is often not held in high enough esteem, leading to a lack of constructive challenge to improve services for residents. It recommends measures to strengthen the independence of overview and scrutiny committees and for increased scrutiny of combined authorities, Local Economic Partnerships and arm's length bodies
- 1.3 The Committee recommends that the guidance issued to councils by DCLG on overview and scrutiny committees is revised and reissued to take account of scrutiny's evolving role. It also calls on the Local Government Association to consider how it can best provide a mechanism for the sharing of innovation and best practice across the scrutiny sector to enable committees to learn from one another. It recognises that how scrutiny committees operate is a matter of local discretion, but urges local authorities to take note of the findings of this report and consider their approach.
- 1.4 The report does not recommend any substantial alteration to the system and to some extent mirrors comment made on scrutiny by organisations

such as the Centre for Public Scrutiny over a number of years, particularly around the importance of the culture of the organisation and the issue of parity of esteem for both the executive and scrutiny.

2. Summary of issues from the committee's report

This section of the report provides a summary of the main findings from the Committee. The full recommendations are attached as an appendix to this paper. The findings are presented under 8 sub headings, therefore this summary follows the same format.

2.1 The role of scrutiny

2.1.1 The report references the Francis and Casey reports where scrutiny was ineffective, partly due to being undermined by organisational culture and inability to access the information needed to hold the executive to account. It highlights its role in holding the executive to account, monitoring decisions affecting local residents and contribution to formulating policy.

2.1.2 It also recognises the value of pre-decision scrutiny that can help more informed and considered decision making. It notes the changing context, such as the increase in scrutiny of external bodies, but highlights the absence of any new government guidance since 2006.

2.1.3 The recommendations from this section of the report are, therefore, to revise and reissue the government guidance and for the Local Government Association to consider how best to share innovation and good practice.

2.2 Party politics and organisational culture

2.2.1 This section of the report focusses on organisational culture and the recognition of the value of the scrutiny – both in terms of the positive contributions that it is capable of, and its part in the assurance framework for service delivery.

2.2.2 The report highlights a concern over the relationship between scrutiny and the executive becoming too unbalanced with there being no parity of esteem amongst councillors or officers. One of the solutions put forward is for scrutiny to report to Full Council rather than the executive. This mirrors the relationship between Select Committees and Parliament.

2.2.3 The recommendations contained within this section include the need to recognise the role of Scrutiny in light of experiences in Mid Staffordshire and Rotherham; a proposal for Scrutiny to report directly to full Council instead of the executive, reducing the role of the executive at Scrutiny

meetings (for example not sitting at the committee table with the committee) and strengthening the role of the Scrutiny Committee Chair via independence and legitimacy. It proposes a pilot scheme to evaluate the impact of elected chairs.

2.2.4 The change to lines of accountability is put forward as a way of rebalancing the relationship between executive and scrutiny and to provide greater independence. The benefit of such an approach would be that the executive would be more accountable in its response. The two month gap that is recommended, however, comes with a risk that reports can become out of date before they have even been responded to. Regardless of which model is adopted, the executive need to be provided with adequate timescales to develop their response, however, this timescale should be as streamlined as possible.

2.3 Accessing information

2.3.1 The report references cultural challenges, such as unwillingness of some councils to release budget proposals until just before cabinet, which can affect the ability to scrutinise.

2.3.2 The committee heard of examples where the withholding of information, often on the grounds of commercial sensitivity, blunted scrutiny's effectiveness.

2.3.3 There are a number of recommendations made under this heading, including; the need for all councillors scrutinising services to have access to the necessary financial and performance information, with no restrictions to this based on commercial sensitivity, an "automatic need to know" policy for scrutiny committees, a greater role for external experts such as universities and finally the importance of community/service user engagement.

2.4 Resources

2.4.1 The report highlights concerns over parity of esteem between scrutiny and the executive shown by differences in resource, status, and risk of conflict (or perceived conflict in balancing corporate or administration priorities with the challenge role of scrutiny.) Without adequate resource, the report finds that the impartiality of officers and independence of the scrutiny members is at risk.

2.4.2 The Committee therefore stresses the importance of access to independent and impartial policy advice for Scrutiny Committees and recommends that council's consider their resourcing of this support. They also recommend the strengthening of the role of Statutory Scrutiny Officer, with seniority and status to the equivalent of corporate management teams.

2.5 Member training and skills

2.5.1 The report stresses the importance of ensuring that scrutiny members are sufficiently supported in terms of training and skills including subject knowledge and listening and questioning skills. It therefore recommends that the Department for Communities and Local Government to monitor, review and refresh these arrangements.

2.6 The role of the public

2.6.1 The report recommends that the revised and reissued guidance to authorities should encourage Council Leaderships to allocate sufficient resources to enable the promotion of the role of the public in scrutiny activities. It also recommends consideration is given to the role of digital engagement. The LGA is encourage to consider how it can support local authorities with this.

2.7 Scrutinising public services provided by external bodies

2.7.1 In order to ensure that Scrutiny Committees can monitor and scrutinise services provided to residents, effectively, the report supports the “follow the council pound” proposals from the Centre for Public Scrutiny and recommends that Scrutiny have the power to oversee all taxpayer-funded services.

2.7.2 The report specifically recommends the need to be able to monitor the performance and effectiveness of Local Economic Partnerships (LEPs), and to require them to provide information to scrutiny and to attend meetings when required.

2.8 Scrutiny in combined authorities

2.8.1 The Committee expressed concern about the effective scrutiny of Metro Mayors, and recommended making scrutiny a fundamental part of devolution deals, with adequate resourcing for this purpose.

3 Government response to the select committee’s report.

3.1 The Government published its response to the findings of the Select Committee in March 2018. A written response for each of the recommendations was provided.

3.2 The table below summarises this response.

Recommendation	Response
1: Proposed revisions to Government guidance on scrutiny committees	<p>The Government acknowledges that the current guidance was issued in 2006 and is happy to ensure it is updated. New guidance will be published later this year.</p> <p>The response acknowledges all of the specific recommendations to be included within the guidance with the following exception “the Government believes that</p>

	<p>each council should decide for itself how to resource scrutiny committees, including how much access to senior officers is appropriate to enable them to function effectively.</p>
<p>2: That DCLG works with the Local Government Association and Centre for Public Scrutiny to identify willing councils to take part in a pilot scheme where the impact of elected chairs on scrutiny's effectiveness can be monitored and its merits considered</p>	<p>The Government will give further consideration to this recommendation.</p> <p>The Government is happy to explore with the sector how best to establish the impact of elected chairs on scrutiny committees' effectiveness, but is not yet convinced that running pilot schemes is the best way to achieve this.</p>
<p>3: Councils should be required to publish a summary of resources allocated to scrutiny, using expenditure on executive support as a comparator</p>	<p>The Government does not accept this recommendation.</p> <p>The Government firmly believes that each individual authority is best-placed to decide for itself how to support scrutiny most effectively.</p>
<p>4: That the Government extend the requirement of a Statutory Scrutiny Officer to all councils and specify that the post-holder should have a seniority and profile of equivalence to the council's corporate management team. To give greater prominence to the role, Statutory Scrutiny Officers should also be required to make regular reports to Full Council on the state of scrutiny, explicitly identifying any areas of weakness that require improvement and the work carried out by the Statutory Scrutiny Officer to rectify them</p>	<p>The Government does not accept this recommendation.</p> <p>The key requirement for effective scrutiny is that the culture of the council is right. Where councils recognise the benefits effective scrutiny can bring, and put in place suitable arrangements, it is working well. Local authorities with a strong culture of scrutiny may invite regular reports to full council on the state of scrutiny in the council and this idea will be reflected in the updated guidance.</p>
<p>5: The Department to put monitoring systems in place and consider whether the support to committees needs to be reviewed and refreshed. We invite the Department to write to us in a year's time detailing its assessment of the value for money of its investment in the Local Government Association and on the wider effectiveness of local authority scrutiny committees</p>	<p>The Government does not accept this recommendation. Local authorities are independent bodies and it is for them to ensure that their scrutiny arrangements are effective.</p>
<p>7: The Government to make clear how LEPs are to have democratic, and publicly visible, oversight. We recommend that upper tier councils, and combined authorities where appropriate, should be able to monitor the performance and effectiveness of LEPs through their scrutiny committees. In line</p>	<p>The Government agrees on the importance of clear and transparent oversight of Local Enterprise Partnerships (LEPs). The Industrial Strategy made clear the continuing important role of LEPs in delivering local economic growth.</p>

<p>with other public bodies, scrutiny committees should be able to require LEPs to provide information and attend committee meetings as required</p>	<p>The Government committed in the Industrial Strategy White Paper to reviewing the roles and responsibilities of LEPs and to bringing forward reforms to leadership, governance, accountability, financial reporting and geographical boundaries. Working with LEPs, the Government committed to set out a more clearly defined set of activities and objectives in early 2018. MHCLG will write to the Select Committee following the conclusion of this Ministerial review into LEPs to provide an update.</p>
<p>8: We are concerned that effective scrutiny of the Metro Mayors will be hindered by under-resourcing, and call on the Government to commit more funding for this purpose. When agreeing further devolution deals and creating executive mayors, the Government must make clear that scrutiny is a fundamental part of any deal and that it must be adequately resourced and supported.</p>	<p>The Government accepts this recommendation.</p> <p>Combined authorities are subject to existing relevant legislation applying to local authorities, including the strong finance and audit requirements around ensuring value for money and sustainability. Local democratic accountability, including through the scrutiny of directly-elected mayors, is a crucial and fundamental aspect of devolution.</p>

4 What does this mean for the people of Sheffield?

- 3.1 A “health check” has been carried out on Sheffield’s scrutiny function and this is summarised in the following section. This reflects how effective the scrutiny of Sheffield’s services is in terms of ensuring accountability and quality of service delivery for the residents of Sheffield.
- 3.2 It should also be noted that the Council has established a cross party Member working group to explore ideas to improve the way Council meetings work in order to improve openness and accessibility and increase efficiency and effectiveness of meetings. The second phase of work is to consider a wider review of public engagement with Council decision making and this is an area which it is proposed will be progressed in 2018/19 in consultation with the Member working group.
- 3.3 This area of work would include:
- reviewing the process for petitions to make sure that they are considered by the most appropriate body or decision maker and the public are aware of the process and outcomes
 - progressing audio/video recording of meetings and access to the recordings

- exploring how members of the public might ask questions of decision makers and decision making bodies.
- 3.4 Some of the recommendations in this section, particularly in 3.7 could be dovetailed into the work of this working group.

3.5 The role of scrutiny

- 3.5.1 In recognition of the need to update the role of Scrutiny within the Council, a full refresh of Scrutiny guidance, is therefore recommended, in line with the Committee's findings, with a view to re-launching and raising awareness of it across the organisation. It is suggested, however, that this is done after the government has launched the new national guidance, as promised in their response.

3.6 Party politics and organisational culture

- 3.6.1 Executive members at Sheffield City Council (SCC) attend meetings of scrutiny committees only when invited to do so as witnesses and to answer questions from the committee. Whilst they may sit at the table with the committee (along with other witnesses), the distinction in roles is clear.
- 3.6.2 The report highlights other risks to the non-partisan approach by scrutiny, including how chairs are appointed. SCC currently appoints opposition members as Vice Chairs.
- 3.6.3 In terms of a potential way forward for SCC regarding these recommendations, Scrutiny could develop an "offer" for full Council in terms of when they might refer issues to Scrutiny and how these might be considered. Different circumstances and issues may require differing approaches, which could be encompassed in this offer. This is recommended as a more flexible approach, rather than taking all Scrutiny reviews to full Council for debate.

3.7 Accessing Information

- 3.7.1 SCC councillors, including those sitting on Scrutiny committees, have rights of access to information and we comply with these requirements. Scrutiny committees are often provided with confidential documentation that is not publicly available in order to ensure they have all of the information available to them to enable proper scrutiny of the matter before them. A scrutiny committee can also request clarification of a matter from officers. Whilst the report focusses on an ask of Government to revise guidance around scrutiny committees having an automatic need to know, perhaps the challenge for SCC is around ensuring people are aware of what information exists and how best to engage with it, which links into the section on Member training and skills.
- 3.7.2 The report notes the difficulty of employing specialist advice due to budgetary issues though SCC has numerous examples of inviting

external experts to give evidence. Scrutiny could potentially make more use of local universities, inviting academics to assist members to understand issues. The role of external expertise in this way may be best deployed to strengthen Scrutiny's role in the triangulation of evidence, seeking to verify and/or challenge evidence provided from within the Council. Other external partners could also assist with this, for example HealthWatch.

- 3.7.3 The report also highlights the value of service user's perspective and public experiences in addition to officer testimonies. A number of SCC scrutiny activities have done this such as working with the Equality Hub Network on the hate crime review, and engaging with carers groups and young people on other areas. Surprisingly the review does not reference anything around the role of co-optees or observers.
- 3.7.4 Involvement of user groups and consultation forums in this way is most effectively achieved around specific issues, although wider groups could be engaged in the work planning process too.
- 3.7.5 It is therefore recommended that a standard format for Scrutiny reviews is developed, which provides guidance to task groups about including this kind of consultation and involvement in their work. This should assist with the development of a more rigorous approach to both obtaining and interpreting information available to them.

3.8 Resources

- 3.8.1 SCC scrutiny is currently supported by 2.2 FTE officers, a slight increase of .2 over the last few years, though officers also support other areas of work within PPC (taking care not to conflict with their scrutiny roles). There have been several reviews over the last 5 years which have led to reducing the number of formal meetings and agenda items to enable more in-depth scrutiny of topics at formal meetings and reviews. Task and finish groups are also increasingly working with officers from the relevant services. In terms of numbers, scrutiny support is not far off the level of corporate policy support provided to the executive and the officers are on the same level. However the staffing resource does constrain activity and there is no dedicated scrutiny budget to support or commission separate research activity to support scrutiny.
- 3.8.2 A method of working, which has been used in SCC, with some success already, is to ensure regular liaison between the Committee Chairs and not just Cabinet Members and Executive Directors, but also the Senior Managers that regularly attend Committees and contribute significantly to the annual work programme.
- 3.8.3 The report suggests looking at the role of the Statutory Scrutiny Officer (SSO). The SSO role is currently with the Head of Elections, Equalities

and Involvement who managed the scrutiny officers. Activity includes engaging with EMT on a quarterly basis to ensure appropriate attention is being given to the work programme and with the Chair of OSMC around planning and training. This role could be further enhanced by strengthening the quality assurance role and the channelling of EMT input to the work planning process.

3.9 Member training and skills

3.9.1 In addition to covering scrutiny at inductions for new members, SCC runs training for scrutiny members on questioning skills, understanding data and performance management, and more specific training on areas such as safeguarding. We also offer one to ones with scrutiny officers for new members. However it is not compulsory and not all members choose to attend. Scrutiny Chairs have also benefitted from attending national conferences and networking events.

3.9.3 Anecdotal feed-back from Members suggests that there is a need for information giving activities specifically targeted at Councillors for example briefings and seminars. It is also important to fully understand Members needs in this area so it is proposed to develop a questionnaire to elicit their views.

3.10 The role of the public

3.10.1 SCC involves people through open meetings, public questions and petitions, task and finish reviews, and people can raise issues to be considered by Scrutiny. However, on the whole the public do not attend the meetings in significant numbers and public awareness of the scrutiny function is limited. Digital methods of including the general public could be further explored and one specific suggestion would be to set up a Chair's Blog on the Scrutiny web pages.

3.11 Scrutinising public services provided by external bodies

3.11.1 The approach to 'following the pound' (where scrutiny would have the power and responsibilities to oversee taxpayer funded services where the services are funded, wholly or in part, by local authorities) is partly a response to the increasing complexity of governance where services are delivered in partnership – by public bodies or commercial organisations. We are not aware of any instances where access to information has been denied to members on scrutiny or service providers have refused to attend meetings. However we have found that external bodies are not always clear about the role of scrutiny and expectations around the publication of material. Scrutiny officers help to facilitate this relationship.

- 3.11.2 The report highlights the role scrutiny can play whilst external contracts are still being developed. This helps all parties understand that the service will still have democratic oversight.
- 3.11.3 Currently the Sheffield Combined Authority (SCA) has a joint Sheffield City Region (SCR) Overview and Scrutiny Committee to exercise scrutiny functions over its activities and decisions (and those of formal committees and the LEP). This comprises 14 members and has a political balance. Each local authority appoints at least one elected member to the joint Overview and Scrutiny Committee. In some cases, but not SCC, this is the chair of each authority's own overarching scrutiny committee.
- 3.11.4 The joint SCR Overview and Scrutiny Committee will produce an annual work plan which will be made available to the public on the SCR CA website. SCR website says SCR's scrutiny procedures are currently being reviewed and strengthened in relation to the 'Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2016' statute.
- 3.11.5 Although this section and the following one relate to specific sub regional bodies, the same issue might also apply to the Fire Authority and the Police and Crime Panel. A more consistent and formal link between local Scrutiny Committees and the relevant sub regional/city region authorities would enhance communication and more effectively feed issues between the two tiers. It is therefore recommended that formal links between Sheffield's Scrutiny and these sub regional governance structures are further explored

3.12 Scrutiny in Combined Authorities

- 3.12.1 Primarily an issue for the SCR combined authority who have appointed a full time scrutiny officer, though with the proposed introduction of a Mayor from May 2018, and in line with point above, there is a need to explore more formal links.

4. Recommendations

Section 3 of this paper has highlighted some responses to the Committee's report which could be initiated by Sheffield City Council. In summary these are as follows:

- 4.1 A full refresh of SCC's Scrutiny guidance, in line with the Committee's findings, with a view to re-launching and raising awareness of it across the organisation. To be completed after the government has launched the new national guidance, as promised in their response, and to be

communicated via the Directors group and issued to all report authors for the Scrutiny Committees.

- 4.2 Scrutiny could develop an “offer” for full Council in terms of when they might refer issues to Scrutiny and how these might be considered. Different circumstances and issues may require differing approaches, which could be encompassed in this offer.
- 4.3 Consider the use of local universities and other bodies such as HealthWatch, the involvement of user groups and consultation forums in the triangulation of evidence.
- 4.4 Incorporate number 3 above into a standard pro forma to be used for scoping Scrutiny reviews.
- 4.5 Further enhance the role of SSO by strengthening the quality assurance role and the channelling of EMT input to the work planning process.
- 4.6 Consider information giving activities specifically targeted at Councillors for example briefings, seminars etc... and conduct a members survey on member development issues and needs
- 4.7 Set up a Chair’s Blog on the Scrutiny web pages.
- 4.8 Consider establishing a more consistent and formal link between local Scrutiny Committees and the relevant sub regional/city region authorities

Appendix – Recommendations from the Communities and Local Government Committee’s report.

The role of scrutiny

1. We therefore recommend that the guidance issued to councils by DCLG on overview and scrutiny committees is revised and reissued to take account of scrutiny’s evolving role. (Paragraph 12)
2. We call on the Local Government Association to consider how it can best provide a mechanism for the sharing of innovation and best practice across the scrutiny sector to enable committees to learn from one another. We recognise that how scrutiny committees operate is a matter of local discretion, but urge local authorities to take note of the findings of this report and consider their approach. (Paragraph 13)

Party politics and organisational culture

3. However, all responsible council leaderships should recognise the potential added value that scrutiny can bring, and heed the lessons of high profile failures of scrutiny such as those in Mid Staffordshire and Rotherham. (Paragraph 19)
4. To reflect scrutiny’s independent voice and role as a voice for the community, we believe that scrutiny committees should report to Full Council rather than the executive and call on the Government to make this clear in revised and reissued guidance. When scrutiny committees publish formal recommendations and conclusions, these should be considered by a meeting of the Full Council, with the executive response reported to a subsequent Full Council within two months. (Paragraph 23)
5. We believe that executive members should attend meetings of scrutiny committees only when invited to do so as witnesses and to answer questions from the committee. Any greater involvement by the executive, especially sitting at the committee table with the committee, risks unnecessary politicisation of meetings and can reduce the effectiveness of scrutiny by diminishing the role of scrutiny members. We therefore recommend that DCLG strengthens the guidance to councils to promote political impartiality and preserve the distinction between scrutiny and the executive. (Paragraph 25)
6. It is vital that the role of scrutiny chair is respected and viewed by all as being a key part of the decision-making process, rather than as a form of political patronage. (Paragraph 27)
7. We believe that there are many effective and impartial scrutiny chairs working across the country, but we are concerned that how chairs are appointed has the potential to contribute to lessening the independence of scrutiny committees and weakening the legitimacy of the scrutiny process. Even if impropriety does not occur, we believe that an insufficient distance

between executive and scrutiny can create a perception of impropriety. (Paragraph 30)

8. We believe that there is great merit in exploring ways of enhancing the independence and legitimacy of scrutiny chairs such as a secret ballot of non-executive councillors. However, we are wary of proposing that it be imposed upon authorities by government. We therefore recommend that DCLG works with the LGA and CfPS to identify willing councils to take part in a pilot scheme where the impact of elected chairs on scrutiny's effectiveness can be monitored and its merits considered. (Paragraph 35)

Accessing information

9. Scrutiny committees that are seeking information should never need to be 'determined' to view information held by its own authority, and there is no justification for a committee having to resort to using Freedom of Information powers to access the information that it needs, especially from its own organisation. There are too many examples of councils being uncooperative and obstructive. (Paragraph 37)

10. Councils should be reminded that there should always be an assumption of transparency wherever possible, and that councillors scrutinising services need access to all financial and performance information held by the authority. (Paragraph 41)

11. We do not believe that there should be any restrictions on scrutiny members' access to information based on commercial sensitivity issues. Limiting rights of access to items already under consideration for scrutiny limits committees' ability to identify issues that might warrant further investigation in future, and reinforces scrutiny's subservience to the executive. Current legislation effectively requires scrutiny councillors to establish that they have a 'need to know' in order to access confidential or exempt information, with many councils interpreting this as not automatically including scrutiny committees. We believe that scrutiny committees should be seen as having an automatic need to know, and that the Government should make this clear through revised guidance. (Paragraph 42)

12. We note that few committees make regular use of external experts and call on councils to seek to engage local academics, and encourage universities to play a greater role in local scrutiny. (Paragraph 45)

13. We commend such examples of committees engaging with service users when forming their understanding of a given subject, and encourage scrutiny committees across the country to consider how the information they receive from officers can be complemented and contrasted by the views and experiences of service users. (Paragraph 47)

Resources

14. We acknowledge that scrutiny resources have diminished in light of wider local authority reductions. However, it is imperative that scrutiny committees have access to independent and impartial policy advice that is as free from executive influence as possible. We are concerned that in too many councils, supporting the executive is the over-riding priority, with little regard for the scrutiny function. This is despite the fact that at a time of limited resources, scrutiny's role is more important than ever. (Paragraph 61)

15. We therefore call on the Government to place a strong priority in revised and reissued guidance to local authorities that scrutiny committees must be supported by officers that can operate with independence and provide impartial advice to scrutiny councillors. There should be a greater parity of esteem between scrutiny and the executive, and committees should have the same access to the expertise and time of senior officers and the chief executive as their cabinet counterparts. Councils should be required to publish a summary of resources allocated to scrutiny, using expenditure on executive support as a comparator. We also call on councils to consider carefully their resourcing of scrutiny committees and to satisfy themselves that they are sufficiently supported by people with the right skills and experience. (Paragraph 62)

16. We recommend that the Government extend the requirement of a Statutory Scrutiny Officer to all councils and specify that the post-holder should have a seniority and profile of equivalence to the council's corporate management team. To give greater prominence to the role, Statutory Scrutiny Officers should also be required to make regular reports to Full Council on the state of scrutiny, explicitly identifying any areas of weakness that require improvement and the work carried out by the Statutory Scrutiny Officer to rectify them. (Paragraph 65)

Member training and skills

17. It is incumbent upon councils to ensure that scrutiny members have enough prior subject knowledge to prevent meetings becoming information exchanges at the expense of thorough scrutiny. Listening and questioning skills are essential, as well as the capacity to constructively critique the executive rather than following party lines. In the absence of DCLG monitoring, we are not satisfied that the training provided by the LGA and its partners always meets the needs of scrutiny councillors, and call on the Department to put monitoring systems in place and consider whether the support to committees needs to be reviewed and refreshed. We invite the Department to write to us in a year's time detailing its assessment of the value for money of its investment in the LGA and on the wider effectiveness of local authority scrutiny committees. (Paragraph 76)

The role of the public

18. The Government should promote the role of the public in scrutiny in revised and reissued guidance to authorities, and encourage council leaderships to allocate sufficient resources to enable it to happen. Councils should also take note of the issues discussed elsewhere in this report regarding raising the profile and prominence of the scrutiny process, and in so doing encourage more members of the public to participate in local scrutiny. Consideration also needs to be given to the role of digital engagement, and we believe that local authorities should commit time and resources to effective digital engagement strategies. The LGA should also consider how it can best share examples of best practise of digital engagement to the wider sector. (Paragraph 82)

Scrutinising public services provided by external bodies

19. Scrutiny committees must be able to monitor and scrutinise the services provided to residents. This includes services provided by public bodies and those provided by commercial organisations. Committees should be able to access information and require attendance at meetings from service providers and we call on DCLG to take steps to ensure this happens. We support the CfPS proposal that committees must be able to 'follow the council pound' and have the power to oversee all taxpayer-funded services. (Paragraph 90)

20. In light of our concerns regarding public oversight of LEPs, we call on the Government to make clear how these organisations are to have democratic, and publicly visible, oversight. We recommend that upper tier councils, and combined authorities where appropriate, should be able to monitor the performance and effectiveness of LEPs through their scrutiny committees. In line with other public bodies, scrutiny committees should be able to require LEPs to provide information and attend committee meetings as required. (Paragraph 96)

Scrutiny in combined authorities

21. We are concerned that effective scrutiny of the Metro Mayors will be hindered by under-resourcing, and call on the Government to commit more funding for this purpose. When agreeing further devolution deals and creating executive mayors, the Government must make clear that scrutiny is a fundamental part of any deal and that it must be adequately resourced and supported. (Paragraph 104)



Report to Overview and Scrutiny Management Committee

Thursday 19th July 2018

Report of: Policy and Improvement Officer

Subject: Combined Scrutiny Work Programme 2018/19 (Draft)
Update from Committee Chairs

Author of Report: Emily Standbrook-Shaw, Policy and Improvement Officer
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One of the roles of the OSMC is to take a 'light touch' overview of scrutiny work.

The draft work programmes of the 5 Scrutiny Committees are attached in order to provide a picture of planned scrutiny activity, although it is likely that these work programmes will change and develop as the year progresses.

The Chairs of the Scrutiny Committees will also give a brief update on the work of their Committees.

Type of item: The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	X

The Scrutiny Committee is being asked to:

- Note the draft work programmes

Category of Report: OPEN

OSMC**Thursday 1.30-4pm**

Topic	Reasons for selecting topic	Lead Officer/s	Agenda Item/ Briefing paper
Thursday 19th July 2018			
Resources and PPC Priorities	To consider an overview of how the Resources and PPC Portfolios are supporting the Council to meet its ambitions in terms of workforce, ICT, Customer Services etc. Committee to consider and comment, and identify any areas for more detailed consideration at future meetings	James Henderson, Director of Policy, Performance and Communications Eugene Walker, Executive Director, Resources	Agenda Item
SCC response the House of Commons Select Committee Inquiry into Local Government Scrutiny	To look at the report and Government response, and identify areas Sheffield may wish to consider changes.	Michael Bowles, Head of Elections, Equalities and Involvement, SCC.	
Draft Combined Scrutiny Work Programme 2018-19 and update from Chairs	To receive a copy of the combined draft Work Programme for the 5 scrutiny committees and any update from Chairs.	Scrutiny Chairs	Agenda Item
OSMC Draft Work Programme 2018-19, a report of the Policy & Improvement Officer	To consider and discuss the committees Work Programme for 2018/19.	Emily Standbrook-Shaw, Policy & Improvement Officer	Agenda Item

Thursday 18th October 2018

Ethical Procurement	To consider the impact of the updated ethical procurement policy - what do we hope to achieve through the policy, and how will we monitor it.	Fil Leonard, Head of Procurement and Supply Chain David Hollis, Asst Director, Legal and Governance	
Budget Scrutiny Session 1	To consider our current in year budget position - the Medium Term Financial Strategy/analysis, where are the pressures and risks. To consider process for setting the 2019/20 budget including any proposed consultation.	Marianne Betts, Cllr Olivia Blake	
SMC Work Programme 2018/19	To consider and discuss the committees work programme for 2018/19.	Emily Standbrook-Shaw, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item

Thursday 15th November 2018

Budget Session 2	To consider progress on the social care improvement plans and impact on budget setting process for 2019/20.	Marianne Betts	
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OSMC Work Programme 2018-19	To consider and discuss the committee's work programme for 2018/19.	Emily Standbrook-Shaw, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item
13th February 2019 (10am-1pm)			
Revenue Budget 2019/20 and Capital Programme 2019/20	To consider the Council's budget proposal in advance of Cabinet.	Cllr Olivia Blake, Deputy Leader and Cabinet Member for Finance Eugene Walker, Acting Executive Director of Resources Dave Phillips, Head of Strategic Finance Other attendees tbc.	Single Agenda Item
Draft Work Programme 2018-19	To consider and discuss the committee's work programme for 2018-19.	Emily Standbrook-Shaw, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item

18th April 2019			
Scrutiny Annual Report Submission 2018/19	To consider and comment on the appropriate sections of the draft Annual Scrutiny Report.	Emily Standbrook-Shaw, Policy and Improvement Officer	
Possible items to be scheduled			
Health in all Policies	To test how well the public health strategy is being embedded across all Council activity, and to consider how scrutiny can influence this.	Greg Fell	
Sheffield City Region and Devolution	To consider progress on City Region Devolution, and impact of SCR projects in Sheffield.		
Customer Experience Strategy	Follow up from 2017/18 consideration of the strategy	James Henderson/Mark Bennett	
Work based development and Wellbeing	Follow up from 2017/18 consideration, to include update on numbers and format of people undertaking mental health training; update on whistleblowing policy; update on engagement with Trade Unions in developing the strategy.	Mark Bennett/Lynsey Linton	
Equality Hub Network	TBD		

Safer & Stronger Communities		Thursday 5-8pm	
Topic	Reasons for selecting topic	Lead Officer/s	Agenda Item/ Briefing paper
Thursday 12th July 5-8pm			
Street Culture Task Group Committee Recommendations	Initial Cabinet response to scrutiny recommendations - agreed Cabinet 18.04.2018	Cllr Jim Steinke, Maxine Stavrianakos	Agenda Item
Fire Safety on Tower Blocks, Council High Rise Residential Buildings and including Hackitt Review interim report	Continuing watch on Sheffield response to Grenfell Inquiry (December 2018 possible interim report) and Hackitt review (interim report May 2018)	Cllr Jim Steinke, Janet Sharpe, Jill Hurst	Agenda Item
Draft Committee work programme 2017-18	consideration of a draft work programme for Safer and Stronger Communities Scrutiny and Policy Development Committee 2018-19, including dates of meetings for year	Policy and Improvement Officer	Agenda Item
<i>TBC - Selective Licensing</i>	<i>Possible Call-In of Cabinet Decision 20th June 2018</i>	Cllr Jim Steinke, Janet Sharpe	Agenda Item
Thursday 13th September 5-8pm			

Gun and knife Crime in the city	Receive an update on gun and knife crime and approaches being taken	South Yorkshire Police	TBC
<i>Kerslake Review - Manchester Arena Attack</i>	<i>How prepared would Sheffield be? What is in place in Sheffield, any lessons for our system?</i>	<i>Lead Member, Lead Officer, SYP & other partners to be confirmed</i>	TBC
Work programme 2017-18		Policy and Improvement Officer	Standing Item
Thursday 11th October 5-8pm			
Street Culture Task Group Committee Recommendations	Council led multi-agency written response to scrutiny recommendations - Services within e.g. City Centre Ambassadors, Homelessness, DACT; Agencies e.g. Archer Project, Framework, SYP - agreed Cabinet 18.04.2018	Lead Member for Community Safety and Lead Officer and agency representatives	Agenda Item
Universal Credit	Preparedness for impact of implementation, city wide leadership, and including potential impact on family cohesion and domestic violence	TBC	TBC
Work programme 2017-18		Policy and Improvement Officer	Standing Item

Thursday 13th December 5-8 pm			
Work programme 2017-18		Policy and Improvement Officer	Standing Item
Thursday 10th January 5-8 pm			10th January
Work programme 2017-18		Policy and Improvement Officer	Standing Item
Thursday 14th March 5-8 pm			28th February
Scrutiny Annual Report 2018-19 Draft Content & Work Programme 2019-20	This report provides the Committee with a summary of its activities over the municipal year for inclusion in the Scrutiny Annual Report 2018-19; and a list of topics which it is recommended be put forward for consideration as part of the 2019-20 Work Programme for this committee.	Policy and Improvement Officer	Briefing Paper
Possible topics to be scheduled and/or added to			

Street Culture - begging	Continuing Street Culture activity following on from 2017/18 task group - to examine impact of street culture (rough sleeping/begging) on the city centre economy - other agencies e.g. BID, City Growth		TBC
Street Culture - health response and provision	Continuing Street Culture activity following on from 2017/18 task group - seek a health services response to the street culture task group findings and recommendations - understanding health provision and requirements. Invite comment from public health, SHSC Trust, STH, health and wellbeing board (possible joint activity with HASC Scrutiny Committee)		TBC
Hate Crime Action Plan	Reporting on Hate Crime action plan and progress - a recommendation of Hate Crime Task Group		TBC
Challenge for Change	Scrutiny Committee place for accountability of Council's response to Challenge for Change programme and recommendations		TBC
Sheffield Cohesion Strategy	Carry forward from last year's to be scheduled work programme list and forthcoming decisions - now Sheffield Cohesion Charter		TBC

Housing - evictions	Originally an ask at a committee meeting 2016/17 - develop to look at policy, process, costs, especially policy and practice post introduction of Universal Credit may be of greater importance and if can help with private rented		TBC
Housing Associations	Carry forward from 2017/18 to be scheduled work programme list		TBC
Homes for All Housing Strategy and Delivery Plan	To consider the strategy and delivery plan		TBC
Community Safety Partnership	Statutory role for the Committee: Annual Reporting - Council has a legal responsibility to annually scrutinise the Community Safety Partnership		TBC
Neighbourhood Working - A New Approach for Sheffield	The committee received a report on 16th February, and they agreed to request an interim update 3-6 months into implementation of the new model. New timeline required from lead Cabinet Member		TBC
Drug Strategy	Executing the strategy		TBC

Affordable Housing	Low productivity/average wage makes housing unaffordable for Sheffield population - though national rank places Sheffield as affordable (Fairness & Equality)		TBC
Homelessness	Scope to be determined		TBC
Private Rented Housing Sector	Increase in % of private rented sector in Sheffield (PRS); Cost and Quality - Mitigations, standards e.g. Selective Licensing, private landlords		TBC
Repairs in-source	Post cessation of Kier service and in-source of repairs service; What impact did it have in-sourcing, what does it look like now, and for the future		TBC

Economic and Environmental Wellbeing		Wednesday 5-8pm	
Topic	Reasons for selecting topic	Lead Officer/s	Style of scrutiny
Wednesday 18th July 5-8 pm			
Place Portfolio, scene setting and strategic priorities	Scene set on Place priorities and to assist in determining the committee's work programme	Laraine Manley, Executive Director, Place	Agenda Item
Draft Committee work programme 2017/18	consideration of a draft work programme for Economic and Environmental Wellbeing Scrutiny and Policy Development Committee 2018-19, including dates of meetings for year	Policy and Improvement Officer	Agenda Item
Wednesday 26th September 5-8pm			
Ideas and Ambitions of Avenues to Zero for the community	Forward to relevant Cabinet Member(s) for planning and development - hear what progress there has been with continuing dialogue, seeking solutions - see Cabinet minutes 18.04.2018 for commitment - scrutiny and Cabinet		
Draft Sheffield Plan - Content	Consideration of the draft development plan as published for consultation July 2018	TBC	

Work programme 2017/18		Policy and Improvement Officer	Standing Item
Wednesday 24th October 5-8pm			
Work programme 2017/18		Policy and Improvement Officer	Standing Item
Wednesday 28th November 5-8pm			
12 month implementation review of Changes to Environmental Maintenance Services	The Committee requested this on 2nd November 2017 following Call-In of Leader's decision of 10th October 2017 - Cabinet agreed 15.11.2017		
Work programme 2017/18		Policy and Improvement Officer	Standing Item
Wednesday 30th January 5-8 pm			
Work programme 2017/18		Policy and Improvement Officer	Standing Item
Wednesday 27th March 5-8 pm			

Scrutiny Annual Report 2018/19 Draft Content & Work Programme 2019/20	This report provides the Committee with a summary of its activities over the municipal year for inclusion in the Scrutiny Annual Report 2018-19; and a list of topics which it is recommended be put forward for consideration as part of the 2019-20 Work Programme for this committee.	Policy and Improvement Officer	Agenda Item
Items to be scheduled			
Recycling Rates/opportunities (Climate Change - city resilience)	Possible topic to be explored - link to Green City & Sustainability		
Climate Change - Flooding	<i>Protecting Sheffield from Flooding</i> and beyond, environmental impact and climate change		
Streets Ahead Highways Maintenance Contract	Post Investment Period - look at performance (delivery), contract implications, future programme		
Green City Strategy	One of a range of Sheffield growth, placemaking, environment plans and strategies		
Heart of the City II - or reframe item as wider City Centre delivery	One of a range of Sheffield growth, placemaking, environment plans and strategies		
Sheffield City Centre Plan - <i>This is Sheffield</i>	One of a range of Sheffield growth, placemaking, environment plans and strategies		

Air Quality - SCC strategy and national draft Clean Air Strategy - consultation	Connectivity with national draft strategy in the basket of growth, placemaking, environment plans and strategies		
Transport Strategy	One of a range of Sheffield growth, placemaking, environment plans and strategies		
Bus Services Bill – part 2 and/or future of bus provision in Sheffield and/or City Region	An in depth follow up to an item 206/17 - how Combined Authority can make best use of the powers - consider post mayor election		
Planning Applications - ward members	Originally raised by the Committee along with other planning service matters - carried forward to 2017/18 to be scheduled list - now also relationship to City Growth - could be wider role of planning brief from Director of City Growth/ Chief Planning Officer		
Sheffield City Region Mayoral Combined Authority & LEP	Proportionate Local Authority scrutiny of Sheffield City Region; E.g. mayoral combined authority (Transport) and the LEP (Strategic Economic Plan); SCR Mayor priorities		
University role in the economy - University of Sheffield and Sheffield Hallam University	Sheffield as a university city brings added value to the economy - what are the impacts; as a city is there more we need to do?		

<i>Health & Employment</i>	<i>TBC - a potential crossover with Health and Adult Social Care Committee - a look at what is in place in Sheffield; consider activity and programmes aimed at supporting people with health conditions into work. What is working well, what can we do more of?</i>		
Other - briefing paper for information update - Committee requests 2017/18			
Western Road War Memorial Trees	What information, documents have been made publicly available? Request of Committee September 2017 - in respect of potential Freedom of Information requests.		Briefing Paper
China Economic and Civic Programme	outcome on: assessing the possibility of a University student undertaking a qualitative piece of research in terms of assessing how the Council was performing; explore with Silverdale School, the School's current contact with China; briefing in respect of the preliminary work undertaken in this programme		Briefing Paper
Parking Strategy	usage, occupancy rates and prices for each of the Park and Ride sites in the City		Briefing Paper
Implications for Sheffield of the vote to leave the European Union (Brexit) update	how many families were likely to be affected by immigration status		Briefing Paper

Support for Small Business in Sheffield	Update on a conversation on policy direction, including changing how businesses view the Council, as well as practical measures such as the sending of Business Rate relief forms with the Business Rate statements, and making Housing and Council Tax Benefit application forms more appropriate for employees of SMEs		Briefing Paper
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**Healthier Communities & Adult Social Care Scrutiny and Policy
Development Committee**

Draft Work Programme 2018-19

Topic	Reasons for selecting topic	Lead Officer/s	Approach
Wednesday 11th July 4-7pm			
Urgent Care Proposals	Following on from discussions in 2017/18, the Committee will consider the process that has been undertaken since the public consultation, looking at options for delivering urgent care in the city.	Kate Gleave, NHS Sheffield CCG	Agenda Item
Wednesday 26th September 4-7pm			
Continuing Health Care	To consider how the CCG and Council are working together to ensure that those eligible for CHC funding are receiving the appropriate support.	Phil Holmes, SCC Mandy Philbin NHS Sheffield CCG	Agenda Item
Wednesday 14th November 4-7pm			
Wednesday 23rd January 4-7pm			
Wednesday 27th February 4-7pm			

Wednesday 20th March 4-7pm

Possible future items - scope to be determined

Adult Social Care

Quality in Adult Social Care	To consider the approach and progress that SCC is taking to improve quality in adult social care services - to include information about Home Care services (inc service user view from HealthWatch), and how SCC and the organisations it deals with deal with complaints.	Phil Holmes, SCC	
Adult Social Care Improvement and Recovery Plan	Progress report - is the plan working?	Phil Holmes, SCC	
Adult Safeguarding	To continue to develop a relationship with the Customer Forum, and receive the 2018/19 Annual Report	Simon Richards, Gillian Hallas SCC	
Performance - Adult Social Care	To consider the adult social care performance indicators and seek assurance that performance is improving, and where it isn't, adequate plans are in place to address this.	Phil Holmes, SCC	

2018/19

NHS Services



Joint Strategic Hospital Services Review	To consider the outcome of the review and the potential impact on Sheffield	NHS Sheffield CCG	
Moving Services into Primary Care	Suggested as possible area of interest by CCG, as this work will be increasing in pace.	Nicki Doherty, NHS Sheffield CCG	
Quality in Primary Care	Detailed consideration of how NHS CCG is driving up quality in Primary Care. Inequality in access and services across the city has been raised by Councillors.	Mandy Philbin, Chief Nurse NHS CCG, Dr Anthony Gore, Clinical Lead, NHS CCG	

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Health and Wellbeing

Prevention	To consider how well we are shifting resources to focus on prevention - including how we are supporting communities and the VCF. Include People Keeping Well, Social Prescribing, MAST, etc	Nicola Shearstone	Single Item Agenda - 'Select Committee' Style
Mental Health - Joint Session	Dedicated session for HCASC and CYPFS Scrutiny Committees to consider mental health in the round - scope and format to be determined.		

Oral and Dental Health	Keep updated re recommendations made during 2017/18 - particularly the potential consideration of fluoridation	Greg Fell, Director of Public Health	
Health in All Policies	To consider how well the Public Health Strategy is being embedded across all areas of Council activity	Greg Fell, Director of Public Health	Agenda Item
Health and Employment	To consider activity and programmes aimed at supporting people with health conditions into work. What's working well, what can we do more of?		
Dementia Strategy	To consider latest approach to refreshing the strategy	Nicola Shearstone SCC	
Social Prescribing	What is Sheffield's approach? Is it working?		
Joint Working, systems and structures			
Accountable Care Partnership Board	To understand how the Accountable Care Partnership works, what its aims are, how it plans to achieve them and the role of the Accountable Care Partnership in the wider health and social care landscape, particularly in relation to the Health and Wellbeing Board.	Chris Peace, Tim Moorhead – co-Chairs of ACP Board Becky Joyce, ACP Director	

CQC Local System Review	To consider the findings of the CQC Local System Review, and to understand how the system plans to address the issues raised.	Phil Holmes, Director of Adult Services, SCC	Agenda Item
Delayed Transfers of Care	Update following consideration in 2017/18		
Transforming Care Programme	To seek assurance that the Council and NHS are working together to deliver the Transforming Care Programme.	Phil Holmes SCC	
Mental Health Transformation Programme	Update following consideration in 2017/18 - with a focus on savings and investment	Jim Millns, Dawn Walton	
 Joint Overview and Scrutiny Committees			
 South Yorkshire, Derbyshire, Nottinghamshire and Wakefield Joint Health Scrutiny Committee	This Committee meets in relation to Health Service Change across the geographical footprint. Focussing on NHS service reconfigurations - Hyper Acute Stroke Services; Children's Surgery and Anaesthesia; Joint Hospital Services Review		

Children, Young People and Family Support Scrutiny Committee

Topic	Reasons for selecting topic	Lead Officer/s	Agenda Item / Briefing paper
Monday 25th June 2018			
Ward level contextual attainment and progress data	Further consideration of report submitted in March 2018, to be provided as background information for the new committee to inform their consideration of priority issues and the work programme	Kate Wilkinson, Service Manager - Performance & Analysis Service	Agenda Item
Update on Academisation – contextual information	Agreed with Cabinet Member as an introductory item for the new Committee	John Doyle, Director Business Strategy Pam Smith, Head of Primary & Targeted Intervention	Agenda Item
Draft Work Programme 2019-19, a report of the Policy & Improvement Officer	To consider and discuss the committees Work Programme for 2017/18.	Deborah Fellowes, Policy & Improvement Officer	Agenda Item
Monday 3rd September 2018			

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School Exclusions	To receive an update on the outcome of the review of alternative provision for excluded pupils, including stakeholder engagement; and data on exclusions by ward, ethnicity, as requested at Scrutiny September 2017	Joel Hardwick, Head of Commissioning, Inclusion & School Services	Agenda Item
Special Educational Needs in Sheffield	To receive an update on the progress of the development and implementation of the Inclusion Strategy, specifically with regard to the conversion to EHC Plans	Joel Hardwick, Head of Commissioning, Inclusion & School Services	Agenda Item
2017 Attainment and progress	Report on the progress made with regard to reading, mathematics and phonics, as requested at Scrutiny March 2018	Pam Smith, Head of Primary & Targeted Intervention	Agenda Item
Monday 13th November 2018			

<p>Attainment 2017-18 – citywide attainment outcomes in schools & academies - headline results</p>	<p>To receive a report outlining headline attainment results. The Committee could then receive a final verified version of the report in March 2019 when validated data is available, this could include further analysis in terms of national data / comparators.</p>	<p>Jayne Ludlum, Executive Director of People Portfolio</p> <p>Stephen Betts, Learn Sheffield, Chief Executive</p> <p>Pam Smith, Head of Primary & Targeted Intervention</p> <p>Kate Wilkinson, Service Manager - Performance & Analysis Service</p>	<p>Agenda Item</p>
<p>Consultation on the future commissioning and delivery of young people's services – Investing In Young People, a report of the Executive Director of People Portfolio</p>	<p>To receive a report on the proposals for youth services, during the consultation period and provide feedback / comment.</p>	<p>Sam Martin, Assistant Director - Lifelong Learning and Skills</p>	<p>Agenda Item</p>
<p>Monday 10th December 2018</p>			

<p>Children's Social Care Improvement and Recovery Plan</p>	<p>Progress update of the Improvement and Recovery Plan, setting out the statistical information to enable members to measure progress made, further details on the recruitment and retention package offered to Social Workers and clarification in terms of conversations with the user groups involved.</p>	<p>Carly Speechley, Director Children and Families</p>	<p>Agenda Item</p>
<p>Sheffield Sexual Exploitation Service Annual Report</p>	<p>This report will give an update on the work of the Sexual Exploitation Service and partner agencies working to address child sexual exploitation, including current priorities and any challenges.</p>	<p>Jane Haywood, Chair of the Sheffield Safeguarding Children Board</p> <p>Victoria Horsefield, Assistant Director, Children and Families</p> <p>Janine Dalley, Senior Programme Manager for Targeted Service. Sheffield Futures</p>	<p>Agenda Item</p>

Sheffield Children's Safeguarding Board Annual Report	This report will provide an update on the work of the Safeguarding Board, including current priorities and any challenges.	Jane Haywood, Chair of the Sheffield Safeguarding Children Board Carly Speechley, Director, Children and Families Victoria Horsefield, Assistant Director, Children and Families	Agenda Item
Monday 7th January 2019			
Adoption Service Annual Report	To receive the annual report	TBC	Annual Report
Fostering Service Annual Report	To receive the annual report	TBC	Annual Report
Monday 11th March 2019			
Sheffield's Emotional Wellbeing and Mental Health Transformation Programme, 12 month update	To receive a progress report from representatives of the partner organisations in respect of the areas identified at the Scrutiny meeting in March 2018, specifically regarding transition and waiting times (internal)	Bethan Plant, Health Improvement Principal - Public Health Team Matthew Peers, Commissioning Manager – EWBMH, CCG Other attendees tbc	Agenda Item

<p>2017 Final Results: City Context and School Performance</p>	<p>To receive a further report on citywide attainment (following the report the committee receive in November 2018). This report will reflect validated data and can include further analysis in terms of national data / comparators.</p>	<p>Jayne Ludlam, Executive Director of People Portfolio</p> <p>Pam Smith, Head of Primary & Targeted Intervention</p> <p>Kate Wilkinson, Service Manager - Performance & Analysis Service</p> <p>Stephen Betts, Learn Sheffield, Interim Chief Executive</p>	<p>Agenda Item</p>
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Other Possible Topics

<p>Annual meeting with Young People</p>	<p>To be determined</p>		
<p>Potential Joint session with Adult Social Care and Health Committee on all age Mental Health Services</p>	<p>To establish a joint working group with the ASCH Committee with the purpose of scoping the joint session</p>		

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Report to Overview and Scrutiny Management Committee

Thursday 19th July 2018

Report of: Policy and Improvement Officer

Subject: Draft Work Programme 2018/19

Author of Report: Emily Standbrook-Shaw, Policy and Improvement Officer
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 0114 273 5065

The attached report aims to assist the Committee to develop its work programme for 2018/19.

It covers the role and purpose of scrutiny, and a draft work programme for the Committee's consideration and discussion.

Type of item: The report author should tick the appropriate box

Reviewing of existing policy	
Informing the development of new policy	
Statutory consultation	
Performance / budget monitoring report	
Cabinet request for scrutiny	
Full Council request for scrutiny	
Call-in of Cabinet decision	
Briefing paper for the Scrutiny Committee	
Other	X

The Scrutiny Committee is being asked to:

- Consider and comment on the draft work programme for 2018/19

Category of Report: OPEN

1 What is the role of Scrutiny?

1.1 Scrutiny Committees exist to hold decision makers to account, investigate issues of local concern, and make recommendations for improvement. The Centre for Public Scrutiny has identified that effective scrutiny:

- Provides 'Critical Friend' challenge to executive policy makers and decision makers
- Enables the voice and concern of the public and its communities
- Is carried out by independent minded governors who lead and own the scrutiny process
- Drives improvement in public services and finds efficiencies and new ways of delivering services

1.2 Scrutiny Committees can operate in a number of ways – through formal meetings with several agenda items, single item 'select committee' style meetings, task and finish groups, and informal visits and meetings to gather evidence to inform scrutiny work. Committees can hear from Council Officers, Cabinet Members, partner organisations, expert witnesses, members of the public. Scrutiny Committees are not decision making bodies, but can make recommendations to decision makers.

2 Developing the Scrutiny Work Programme

2.1 Attached to this report is a draft work programme for 2018/19. The Chair has had discussions with Council Officers and Cabinet Members to come up with a 'long list' of topics. There are also some issues carried over from last year's work programme.

2.2 It is important the work programme reflects the principles of effective scrutiny, outlined above at 1.1, and so the Committee has a vital role in ensuring that the work programme is looking at issues that concern local people, and looking at issues where scrutiny can influence decision makers. The work programme remains a live document, and there will be an opportunity for the Committee to discuss it at every Committee meeting, this might include:

- Prioritising issues for inclusion on a meeting agenda
- Identifying new issues for scrutiny
- Determining the appropriate approach for an issue – eg select committee style single item agenda vs task and finish group
- Identifying appropriate witnesses and sources of evidence to inform scrutiny discussions
- Identifying key lines of enquiry and specific issues that should be addressed through scrutiny of any given issue.

Members of the Committee can also raise any issues for the work programme via the Chair or Policy and Improvement Officer at any time.

3 The Draft Scrutiny Work Programme 2018/19

3.1 Attached is the draft work programme for 2018/19. Members are asked to consider it and reflect on questions such as:-

- Are there any gaps?
- Are there any issues on the list that don't feel appropriate for scrutiny?
- What are the priority issues?
- What approach should the Committee take for each item, what are the key lines of enquiry, and who is it important to hear from?

4 Recommendations

The Committee is asked to:

- Consider and comment on the draft work programme for 2018/19

OSMC

Thursday 1.30-4pm

Topic	Reasons for selecting topic	Lead Officer/s	Agenda Item/ Briefing paper
Thursday 19th July 2018			
Resources and PPC Priorities	To consider an overview of how the Resources and PPC Portfolios are supporting the Council to meet its ambitions in terms of workforce, ICT, Customer Services etc. Committee to consider and comment, and identify any areas for more detailed consideration at future meetings	James Henderson, Director of Policy, Performance and Communications Eugene Walker, Executive Director, Resources	Agenda Item
SCC response the House of Commons Select Committee Inquiry into Local Government Scrutiny	To look at the report and Government response, and identify areas Sheffield may wish to consider changes.	Michael Bowles, Head of Elections, Equalities and Involvement, SCC.	
Draft Combined Scrutiny Work Programme 2018-19 and update from Chairs	To receive a copy of the combined draft Work Programme for the 5 scrutiny committees and any update from Chairs.	Scrutiny Chairs	Agenda Item
OSMC Draft Work Programme 2018-19, a report of the Policy & Improvement Officer	To consider and discuss the committees Work Programme for 2018/19.	Emily Standbrook-Shaw, Policy & Improvement Officer	Agenda Item

Thursday 18th October 2018

Ethical Procurement	To consider the impact of the updated ethical procurement policy - what do we hope to achieve through the policy, and how will we monitor it.	Fil Leonard, Head of Procurement and Supply Chain David Hollis, Asst Director, Legal and Governance	
Budget Scrutiny Session 1	To consider our current in year budget position - the Medium Term Financial Strategy/analysis, where are the pressures and risks. To consider process for setting the 2019/20 budget including any proposed consultation.	Marianne Betts, Cllr Olivia Blake	
SMC Work Programme 2018/19	To consider and discuss the committees work programme for 2018/19.	Emily Standbrook-Shaw, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item

Thursday 15th November 2018

Budget Session 2	To consider progress on the social care improvement plans and impact on budget setting process for 2019/20.	Marianne Betts	
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OSMC Work Programme 2018-19	To consider and discuss the committee's work programme for 2018/19.	Emily Standbrook-Shaw, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item
13th February 2019 (10am-1pm)			
Revenue Budget 2019/20 and Capital Programme 2019/20	To consider the Council's budget proposal in advance of Cabinet.	Cllr Olivia Blake, Deputy Leader and Cabinet Member for Finance Eugene Walker, Acting Executive Director of Resources Dave Phillips, Head of Strategic Finance Other attendees tbc.	Single Agenda Item
Draft Work Programme 2018-19	To consider and discuss the committee's work programme for 2018-19.	Emily Standbrook-Shaw, Policy & Improvement Officer	Agenda Item
Issues to raise from other Scrutiny Committees	To receive any updates from scrutiny chairs.	Scrutiny Chairs	Agenda Item

18th April 2019			
Scrutiny Annual Report Submission 2018/19	To consider and comment on the appropriate sections of the draft Annual Scrutiny Report.	Emily Standbrook-Shaw, Policy and Improvement Officer	
Possible items to be scheduled			
Health in all Policies	To test how well the public health strategy is being embedded across all Council activity, and to consider how scrutiny can influence this.	Greg Fell	
Sheffield City Region and Devolution	To consider progress on City Region Devolution, and impact of SCR projects in Sheffield.		
Customer Experience Strategy	Follow up from 2017/18 consideration of the strategy	James Henderson/Mark Bennett	
Work based development and Wellbeing	Follow up from 2017/18 consideration, to include update on numbers and format of people undertaking mental health training; update on whistleblowing policy; update on engagement with Trade Unions in developing the strategy.	Mark Bennett/Lynsey Linton	
Equality Hub Network	TBD		