

# **Governance Committee**

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**Thursday 20 July 2023 at 10.00 am**

**Town Hall, Sheffield, S1 2HH**

**The Press and Public are Welcome to Attend**

## **Membership**

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Councillor Fran Belbin  
Councillor Sue Alston  
Councillor Nighat Basharat  
Councillor Simon Clement-  
Jones  
Councillor Craig Gamble Pugh  
Councillor Mike Levery  
Councillor Alison Norris  
Councillor Joe Otten  
Councillor Minesh Parekh  
Councillor Sioned-Mair  
Richards  
Councillor Paul Turpin

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## PUBLIC ACCESS TO THE MEETING

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The Governance Committee is leading on work to transition to a committee system of governance from May 2022. It is a politically proportionate Committee which will be tasked with oversight of the transitional work and will approve the recommendations to be made to Full Council.

The Committee will be outward facing. The Council will not be working in isolation on this project but will seek input from outside the organisation, ensuring citizens are engaged and are provided with opportunities to help shape this programme of work. The Council will also be engaging the professional support of agencies such as the Local Government Association, the Centre for Governance and Scrutiny and Monitoring Officers from other local authorities which have recently transitioned or are about to transition to a Committee system. This will ensure the Council is supported through this period and learns from best practice to ensure that the system implemented in Sheffield responds to the needs of our City.

A copy of the agenda and reports is available on the Council's website at [www.sheffield.gov.uk](http://www.sheffield.gov.uk). 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 Governance 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.

PLEASE NOTE: Meetings of the Governance Committee have to be held as physical meetings. If you would like to attend the meeting, you must register to attend by emailing [committee@sheffield.gov.uk](mailto:committee@sheffield.gov.uk) at least 2 clear days in advance of the date of the meeting. This is necessary to facilitate the management of attendance at the meeting to maintain social distancing. In order to ensure safe access and to protect all attendees, you will be asked to wear a face covering (unless you have an exemption) at all times when moving about within the venue.

It is also recommended that you undertake a Covid-19 Rapid Lateral Flow Test within two days of the meeting. You can order tests online to be delivered to your home address, or you can collect tests from a local pharmacy. Further details of these tests and how to obtain them can be accessed here - Order coronavirus (COVID-19) rapid lateral flow tests - GOV.UK ([www.gov.uk](http://www.gov.uk)). We are unable to guarantee entrance to observers, as priority will be given to registered speakers. Alternatively, you can observe the meeting remotely by clicking on the 'view the webcast' link provided on the meeting page of the website.

If you require any further information please contact Jay Bell email [jay.bell@sheffield.gov.uk](mailto:jay.bell@sheffield.gov.uk).

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**GOVERNANCE COMMITTEE AGENDA  
20 JULY 2023**

**Order of Business**

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- 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** (Pages 5 - 8)  
Members to declare any interests they have in the business to be considered at the meeting.
- 5. Minutes of Previous Meeting** (Pages 9 - 18)  
To approve the minutes of the meeting of the Committee held on 6 April 2023
- 6. Public Questions and Petitions**  
To receive any questions or petitions from members of the public.
- 7. Governance Review Implementation Plan (GRIP) Update** (Pages 19 - 24)  
Report of the Director of Policy & Democratic Engagement
- 8. Member Development** (Pages 25 - 48)  
Report of the Director of Policy & Democratic Engagement
- 9. Public Questions Task and Finish Group** (Pages 49 - 56)  
Report of the Director of Policy & Democratic Engagement
- 10. Governance Committee Workplan** (Pages 57 - 70)  
Report of the Director of Policy & Democratic Engagement
- 11. Date of Next Meeting**  
The next meeting of the Committee will be held on 30 August 2023

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## ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

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If you are present at a meeting of the Council, of its Policy Committees, 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 Standards Committee in relation to a request for dispensation.

Further advice can be obtained from David Hollis, Interim General Counsel by emailing [david.hollis@sheffield.gov.uk](mailto:david.hollis@sheffield.gov.uk).

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Governance Committee

Meeting held 6 April 2023

**PRESENT:** Councillors Julie Grocutt (Chair), Sue Alston (Deputy Chair), Christine Gilligan Kubo, Dianne Hurst, Mark Jones, Mary Lea, Mike Levery, Joe Otten and Richard Williams (Substitute Member)

**1. APOLOGIES FOR ABSENCE**

1.1 Apologies for absence were received from Councillors Penny Baker, Bryan Lodge and Mick Rooney.

**2. EXCLUSION OF PUBLIC AND PRESS**

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

**3. DECLARATIONS OF INTEREST**

3.1 There were no declarations of interest made at the meeting.

**4. MINUTES OF PREVIOUS MEETING**

4.1 **RESOLVED:** That the minutes of the meeting held on 9 February, 2023 were agreed as an accurate record subject to an amendment to paragraph 6.10 to reflect that the discussion was around the necessity to determine committee remits prior to the AGM and not advising that it may be “good practice”.

**5. PUBLIC QUESTIONS AND PETITIONS**

5.1 The Committee received questions from a member of the public, prior to the meeting. It was noted that those questions and responses provided by the Head of Policy and Partnerships would be included in the minutes.

5.2 Ruth Hubbard

The questioner did not attend the meeting in person but the answers from officers are included in the minutes for information. A written response was sent to the questioner.

1. The Street Trees Inquiry Report reveals serious governance failures over many years, and reports these go beyond the street trees dispute (and as we all know).

Is the council already talking to its external auditors about the Inquiry Report and, if not, will this committee push to ensure this happens straightaway given the auditors statutory responsibilities to investigate and, for example, report in the public interest (issue Public Interest Reports)?

This question is not within the remit of the Governance Committee.

2. The inquiry Report also appears to expose the systematic and repeated breaking of the Members Code of Conduct (embedded in the constitution) but with no effective action taken by Members throughout the period, nor by the Monitoring Officer. Indeed, council attention in this respect was directed towards precisely the wrong people in the council - namely Members who tried to challenge or expose the wrongdoing, rather than the perpetrators.

In light of this comprehensive failure of this aspect of governance AND the dysfunctional response to it, what action can the Governance Committee take in the immediate term to address the significant risks inherent in repeated breaches of the Code of Conduct and a failure to even recognise these when they happen let alone challenge them?

This question is not within the remit of the Governance Committee. The regime for Member Standards is an issue for Audit & Standards Committee

3. Given the serious findings of the Report why have not Councillors Fox and Lodge immediately resigned from public office? Does this not represent simply a continuing, chronic failure to uphold basic standards of good governance, to bring the council into disrepute, and to further undermine public trust, confidence and basic legitimacy? How concerned is the Governance Committee about this, and what is it doing about it?

This question is not within the remit of the Governance Committee. The regime for Member Standards is an issue for Audit & Standards Committee.

4. On the Governance Review thank you for the answers to my lengthy questions last time. The answers, in important ways, certainly appear to acknowledge some limitations of the approach to, and implementation of, the Review.

In light of this I find it quite worrying that the wheels continue to turn in exactly the same way. Surely the Review Report to be recommended to full council should at the very least be open and transparent about the serious limitations of the Review. For example, it should note clearly that the Review was not done as originally planned and as reported to full council i.e. it does not assess the new system against its governance principles. It has not done this at all. And, it should also honestly report the failure to meaningfully engage citizens and stakeholders for the Review. The report itself is still peppered with totally meaningless bits of data plucked out of thin air apropos of nothing. The Report would be strengthened if these distractions were removed. In all this I find the report does not meet basic standards of honesty and openness in reporting to full council about the Review. It is misleading.

As suggested in the answers to public questions from the February Governance Committee, we fully recognise that we need a more frameworked approach to any future reviews, using the design principles and supported by measurable and collectable metrics. Given the stage at which the review has taken place, there has been a focus on more technical and operational improvements, resolving issues raised by the Members and officers who have experienced the Committee System and listening to citizens who have interacted with it to date.

We do acknowledge in the report that the citizen engagement in the review was low and while the qualitative contributions were valuable, we recognise that these can't be used to reach reliable quantitative conclusions. We can strengthen this message in the report to Full Council and reassess how the data currently in there is presented.

As suggested in answers to public questions from the February 2023 Governance Committee, the number of Sheffieldsers that have had direct interactions and experience of the new Committee System is relatively small and so it is difficult for many citizens to express an informed view at this stage. Governance Committee are committed to leading work on enhancing community involvement and interaction with our committees over the coming year.

**4.** The focus of the Review demonstrates ongoing council “insularity” as reported in Lowcock in its prioritising of technical and internal, operational concerns. I think this should cause some alarm. It is disturbing and depressing that certainly since 2018 i have been raising concerns on behalf of It's Our City!, for example, about the need to integrate stakeholders, citizens and communities into decision-making (including in constitutional arrangements) (and as I am sure many before have also done). And many people have offered repeatedly to help with this but have been “consistently and systematically rebuffed” just as Lowcock says happened through the street trees crisis. And here we are five years later in 2023 - and where is the Involve Report? - and there is now a proposal to set up a task and finish group. Please can you comment on this chronic inability to change and glacial progress? I know the council likes to claim it has changed but as is acknowledged in the answers to my questions last time, any notion of measuring or demonstrating any progress has not formed any part of the Review.

As acknowledged in answers to public questions from the February Governance Committee, we know and recognise that there is a lot we need to do – through the committee system but also through the whole council - to be much better engaging and involving communities in everything the Council does with the city and our communities. Further, as suggested in previous responses, citizen involvement happens through a whole range of formal and informal channels across the council and the city, not just directly through the work of Policy Committees. We certainly need to be better about emphasising and evidencing where such involvement is taking / has taken place.

Recent reviews – including the LGA Peer Challenge report recognised that while there has been progress made in citizen involvement, we need to go much further. But, as your question suggests, there are huge opportunities through the activity of Policy Committees, particularly through increased policy development and review,

to establish greater connectivity between stakeholders and citizens in the work of the committees.

**5.** The task and finish group on public questions and on stakeholder and citizen engagement in recommendation 16 appear to be proposed to be undertaken in exactly the same tired, failing, top-down ways that are routinely undertaken. There never appears to be learning or any shift in approach at all. Please will the committee reconsider how it goes about (trying to) change in these two important areas?

The Governance Committee are recommending this to Full Council as something which must be progressed over the next year. No predefined methods or approaches have been considered at this stage other than to recommend that the Governance Committee dedicate time and capacity to this in the coming year.

It is a good opportunity for the Governance Committee to demonstrate leadership and good practice within the committee system by utilising more innovative approaches to engaging citizens, stakeholders, officers and Members in developing ideas and solutions.

**6.** Recommendation 11 suggests informal meetings of policy committees to undertake policy development work on the months they do not meet. What are the implications of this for openness, transparency and involvement?

The implications of this recommendation are about creating scheduled and regular diary time for the Members of Policy Committees to undertake policy development, policy review – ie to enable greater opportunities for engagement and involvement in policy design and review.

**7.** When the committee comes to actually address basic issues in relation to its governance system including (lack of) alignment with stated governance commitments and principles, does the committee recognise the (bloated) system it has created will, and should, change in big ways?

The Governance Committee are recommending to Full Council that they continue to undertake their role in reviewing and improving the committee system. As recognised above and in responses to public questions from the February Governance Committee, we recognise that there needs to be stronger alignment of future reviews to the Design Principles that were established as part of the transition to the committee system and clearer measures against which we can assess progress and development.

This is part of a continuous improvement journey we are on as a Council and our governance system is a central and critical part of that. We know that there is progress to make and hope the implementation of the actions in the 6 Month Review will further that progress.

**8.** So much remains unaddressed on basic equality issues but can I seek assurances that basic access issues to council meetings will be addressed, including for public questions at council meetings that effectively prevent all but an

absolutely miniscule constituency of people attending and getting their questions answered? Can strong performance / output measures and targets be set in this area?

We would agree that we must make progress in improving equality, diversity and inclusion through our Committee System, including accessibility to information and meetings. Section 6 in the Review report sets out some initial actions that we will undertake and we will continue to work with VCF partners on ensuring our governance is inclusive.

We need to ensure that our any performance measures for our committee system include clear EDI measures, in line with our Strategic Equality Objectives.

## **6. 6 MONTH REVIEW OF GOVERNANCE ARRANGEMENTS**

6.1 The Director of Policy and Democratic Engagement submitted the final report on the 6 Month Review of Governance Arrangements which set out findings and recommendations. The committee was asked to agree to submit the final report to Full Council where approval of the recommendations would be sought and any subsequent decision to amend the constitution as a result.

6.2 The Governance Committee was asked to approve the recommendations as listed in Appendix one of the officer's report;

1. To note that action to improve how we explain and support the Committee System is underway through the Governance Review Implementation Plan, and progress will be monitored by Governance Committee.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

2. The role of the Strategy & Resources Committee and senior officers in early identification of cross-cutting issues and directing them to the most appropriate Policy Committee needs to be re-emphasised – including the role of Strategy & Resources Committee in maintaining an oversight of Policy Committee work programmes. Guidance on this should be produced through the Governance Review Implementation Plan.

Members discussed the benefit of briefings by officers on cross-cutting issues involving multiple committees. It was also clarified that co-opted members did not have to come only from the relevant Policy Committee.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

3. As part of ongoing work to develop the role of LACs, consideration should be given to devolving decisions and budgets on minor local transport and highways issues to Local Area Committees. The Policy Committee should provide overall strategy within which local areas make decisions to meet local need; and remain the decision maker for strategic

transport issues and major schemes.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

4. The remit of the Education, Children and Families Policy Committee should be expanded to clarify that it includes all the functions that are the statutory responsibility of the Director of Children's Services.

The committee reiterated its intention to continue to review the remits of all policy committees. It was noted that this recommendation related specifically to the political accountability of the lead member for Children's Services and therefore the requirement for that person to have appropriate oversight.

**RESOLVED UNANIMOUSLY:** Members requested that the wording of this recommendation be amended and circulated to the committee prior to the Annual General Meeting.

5. Where Policy Committees are developing regulatory policies, they shall form a working group with members of the relevant regulatory committee to inform the process.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

6. The Job Share Chair Protocol should be adhered to by co-chairs, and promoted amongst officers and members to help develop a greater understanding of the role.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

7. Co-chairing arrangements should not be permitted for sub-committees.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

8. Where there are co-chairs in place, only the member nominated to attend Strategy and Resources Committee should attend the Strategy and Resources briefing meetings.

It was suggested that a caveat be added to the recommendation to state;

"subject to when the co-chair is the substitute member"

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the amended recommendation to Full Council as part of the final report.

9. Substitutes should be permitted at S&R. Where the committee member is Chair of a Policy Committee the substitute must have sufficient knowledge of their

committee's work, and political proportionality must be maintained.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

10. Briefing practises must enable all members of a policy committee to be adequately briefed for formal decision making. All Members should also have the opportunity to develop their knowledge and engage in policy and work programme development.

Committee Members and officers should work together to identify where it is appropriate for these briefings to be all member/whole committee/Chair, deputy, group spokesperson/political group. Guidance on this should be produced as part of the Governance Review Implementation Plan.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

11. Policy Committees should continue to meet formally 6 times a year, with informal space diarised on the month where no formal meetings take place. This should enable Committees to carry out policy development activities as per their work programmes. This should not add to Member and Officer workloads, but reduce the need for additional, ad hoc briefing sessions and workshops.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

12. Current guidance states that Policy Committees should only operate one task and finish group at a time. This should be revised to provide a more 'enabling' approach to policy development. Policy Committees should be able to carry out work as required, subject to sufficient officer and Member capacity.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

13. An action should be added to the Governance Review Implementation Plan, to develop and promote a 'Policy Development Toolkit' for officers and Members that sets out best practice for developing policy in a Committee System, to be used alongside the existing 'Engagement Toolkit.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

14. Arrangements should be put in place that enable early conversations post-AGM, between Chairs, their Committees and Senior Officers, to develop work programmes that address corporate, service plan and Member priorities, resulting in a balanced programme of decision making, policy development and scrutiny & evaluation. Guidance for members and officers should be produced as part of the Governance Review Implementation Plan.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit

the recommendation to Full Council as part of the final report.

15. Governance Committee should continue into 2023/24 as a forum for ongoing review and maintenance of the constitution and governance arrangements, as well as Member development.

It was explained that this recommendation formed part of the wider narrative and a bullet point would be added to clarify that the Governance Committee would take a holistic look at the Policy Committee remits in 2023/24

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation subject to the addition of further clarification to Full Council as part of the final report.

16. Governance Committee sets up task and finish groups to look at:  
**Public Questions** - ensuring the process for citizens to ask public questions is clear, that public questions are triaged in a way that directs them to the most appropriate forum and that those forums are easy to access. Considering processes for responding to public questions, ensuring a consistent approach that is fit for purpose in the Committee System.

**Citizen Engagement and Involvement** – Consider how we can drive progress in realising our ambitions for community involvement and engagement, taking learning from recent reviews including Involve, the LGA Peer Challenge, the Race Equality Commission Report.

These task and finish groups will actively seek feedback from, and test proposals with, citizens and stakeholders; and report into the Governance Committee.

Discussion took place around the need for the work on public questions to clarify the process for members of the public submitting a question to the Full Council that had not been adequately dealt with by a Policy Committee.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

6.3 The Governance Committee was asked to agree that Full Council is recommended to:

1. Approve the findings and recommendations of the Governance Review.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

2. Note that action is underway to implement recommendations 1,2,6,11,13 and 16, and elements of 10 and 14 through the Governance Review Implementation Plan.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit



the recommendation to Full Council as part of the final report.

3. Agree the necessary changes to the constitution to implement recommendations 3,4,5,7,8,9,10,12,14 and 15 and proposed changes to the operation of Full Council Meetings.

Discussion took place around a mechanism to enable members to ask questions to the Leader of the Council which may relate to wider issues than those encompassed by their role as the Chair of the Strategy and Resources Policy Committee.

The committee also discussed motions to Full Council and the suggestion of word limits to enable these to be managed more practically. It was highlighted that items and decisions should be debated properly and that there was sufficient flexibility within the framework to permit this.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

4. Determine whether Full Council should change meeting frequency from the current approach of 6 ordinary meetings, plus Annual General Meeting plus Budget Council; or reduce the number to 4 ordinary meetings, plus Annual General Meeting plus Budget Council.

**RESOLVED UNANIMOUSLY:** That the Governance Committee agreed to submit the recommendation to Full Council as part of the final report.

## **7. DATE OF NEXT MEETING**

- 7.1 It was noted that the date of the next meeting of the Committee had yet to be confirmed.

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## Report to Governance Committee

20<sup>th</sup> July 2023

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**Report of:** Laurie Brennan, Head of Policy and Partnerships

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**Subject:** GRIP – Governance Review Implementation Plan update

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**Author of Report:** Alice Nicholson, Policy & Improvement Officer

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### Summary:

Governance Committee agreed that it was appropriate for action to begin immediately to address issues arising from the six-month Governance Review. This was presented to Full Council in May 2023 as part of the Annual General Meeting.

The great majority of the actions are for officers undertake over the coming year and are predominantly practical actions to support the continuous improvement of our governance. Governance Committee will receive regular updates on progress over the coming year.

This is the first update for the Committee on initial progress.

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### Recommendations:

1. That the Committee note the progress against actions in the Governance Review Implementation Plan.

**Background Papers:** None

**Category of Report:** Open

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ID	Theme	Action	Refined Action	Progress/Update	Responsible Teams	Target Date
1.1	Improving how we explain the system	Consider how we can make it easier for citizens to know what is happening in Policy Committees and how they can get involved	Improve the information published on the Council's website regarding Policy Committee meetings and their work programmes.  Determine other routes for communicating Policy Committee activity to citizens	Work going on with webteam on Mod.Gov to rebrand and reshape the experience and accessibility of Mod.Gov. Content will be rewritten and working with supplier to update content. (UPDATED 06.07.23).	Democratic Services	01/09/23
1.21	Improving how we explain the system	Ensure the process for asking public questions is clear, that citizens are directed to the most appropriate forum and that those forums are easy to access	Publish clear guidance on Sheffield City Council's websites about how citizens can bring public questions to a Policy Committee	Looking at ways to improve citizen experience and ease of submitting public questions. Public questions task and finish group to be scoped at first Governance Committee (July 23)	Democratic Services	01/10/23
1.22	Improving how we explain the system	Ensure the process for asking public questions is clear, that citizens are directed to the most appropriate forum and that those forums are easy to access	Produce guidance for Officers on directing citizens to the most appropriate forum for their question	Public questions task and finish group to be scoped at first Governance Committee (July 23)	Democratic Services	20/07/23
1.23	Improving how we explain the system	Ensure the process for asking public questions is clear, that citizens are directed to the most appropriate forum and that those forums are easy to access	Improve the accessibility of Policy Committee meetings for citizens. Consider results of AccessAble Town Hall assessment. Consider options for virtual attendance.	To be included in wider work that Governance Committee will carry out in 2023/24.  Work ongoing to identify resource to develop hybrid options. Democratic Services working with Facilities Management to resolve Town Hall meeting room issues. Considering how to provide 'Disability Confident' training for staff.	Democratic Services Facilities Management	Ongoing
1.3	Improving how we explain the system	Develop clearer guidance on the roles and responsibilities for Chairs, Co-Chairs, Deputy Chairs and Group Spokespeople and how officers are expected to brief and interact with these roles	Produce, and publish on SCC's intranet, guidance for officers on the roles and responsibilities of each role within a Policy Committee, along with expectations for communications and briefings	Guidance in production.  Opportunity to clarify Committee remits for all Members and info on roles/responsibility. Connects to Member Development. Aim for Governance Committee in late summer.	Democratic Services	Sept/Oct 2023

2.1	Improving the support we provide to those working in the system: Advice, Guidance and Support	Develop mechanisms for Portfolio Officers to share best practice in resourcing and working in the Committee System	Work with officers across portfolios to design and implement systems for sharing best practice and peer guidance for working in the Committee system	Start with dedicated session with Council's Extended Leadership Team (Heads of Service) in summer 2023.	Democratic Services	01/09/23
2.2	Improving the support we provide to those working in the system: Advice, Guidance and Support	Consider how we can provide officers with 'quick wins' in terms of tools and support	Identify areas of potential improvement within the Committee system that can be designed and implemented quickly to include: report templates for non-decision reports; intranet guidance as above; peer guidance as above.	Draft SharePoint site for Officers in place. Democratic Services working on structure and content (06.07.23)	Project Team	01/09/23
2.3	Improving the support we provide to those working in the system: Advice, Guidance and Support	Ensure Members and Officers are signposted to wellbeing support services that are available through the Council	Include in Members newsletter, on Members intranet, in Member induction materials.	Complete.	Democratic Services	Complete
2.4	Improving the support we provide to those working in the system: Advice, Guidance and Support	Re-emphasise role of S&R and Senior Officers in identification of cross-cutting issues and directing them to most appropriate forum	Include in work planning guidance; Strengthen oversight of composite work programme at SLB and S&R;	Form 1 (ie. the process to add items to workplans) and SLB/S&R reporting processes have been updated. S&R considering composite work programme at June meeting. Reference included in work programming guidance		Complete
2.5	Improving the support we provide to those working in the system: Advice, Guidance and Support	Job Share Chair Protocol should be adhered to and promoted amongst officer and members to develop a greater understanding of the role.	Make protocol available on Intranet; Circulate protocol to appropriate members and officers post AGM; Include references to co-chairing in briefing and work programming guidance; include co-chairing in member and officer training and development where appropriate	Job Share Chair Protocol has been updated. No further action required this year.		Complete
2.6	Improving the support we provide to those working in the system: Advice, Guidance and Support	Produce Guidance on briefing practises	Develop Guidance; add to intranet and circulate; include references to it in work programming guidance.	Discussed with Corporate Leadership Team (CLT - ie. Directors)  New briefing arrangements in place S&R Committee.		01/09/23
2.7	Improving the support we provide to those working in the system: Advice, Guidance and Support	Develop a Policy Development Toolkit to be used alongside the engagement toolkit	Develop and circulate guide. Consider other options for improving policy development practise	Toolkit in production. 'Policy Clinic' drop ins planned for Officers.		01/09/23

2.8	Improving the support we provide to those working in the system: Advice, Guidance and Support	Develop work programming guidance for members and officers	Develop, circulate. Put arrangements in place for early work programme conversations.	Underway as part of new municipal year.		ONGOING
3.1	Improving the support we provide to those working in the system: Effective and Timely Reports	Consider how we can help officers to better understand the process for getting a Committee report prepared, signed off and published in a timely way	Produce, and publish on SCC's intranet, guidance for officers on how to take a report to a Policy Committee (including timescales for each milestone) <i>Should include early conversations with 'sign off services' legal, equalities etc)</i>	Existing guidance being reviewed and updated. Revised report sign off timeline in production. SharePoint site in production. Report Management System to be explored	Democratic Services	01/09/23
3.2	Improving the support we provide to those working in the system: Effective and Timely Reports	Develop training for officers on effective, accessible report writing	Commission training for Officers on writing reports for Policy Committees that are concise, effective and accessible	Conversations ongoing with L&D Team as to Development hub options.	Democratic Services	01/09/23
3.3	Improving the support we provide to those working in the system: Effective and Timely Reports	Ensure the impact assessment process is robust, transparent and applied consistently	Produce and publish guidance for officers on completing and publishing Equalities, Climate and Environmental Impact Assessments with committee reports. Consider change to report template "have you checked with an Equalities Lead as to whether an EIA is required? Is it attached?) Ensure TAC lists are up to date with Climate and Equalities Officers invited to pre-agenda and pre-briefings.	Change to report template complete. EIA and CIA guidance to be signposted on SharePoint Site and included in officer guidance. Team Around the Committee lists updated.	Democratic Services Equalities Team Climate Team	Complete / in progress
4.1	Further work beyond this review	Consider whether we need to develop a clearer framework on the balance of decisions between Policy Committees and LACs	Develop and publish guidance for Officers and Members on what decisions should be taken at Policy Committees and which should be taken at LACs	Included in broader guidance see 3.1	Democratic Services Legal Services LAC Team	01/09/23
4.2	Further work beyond this review	Consider how we will address the recommendations in the 'Involve' report	Connect to Future Sheffield and propose a Governance Committee Working Group to support/oversee the work	Initial scoping of work underway (July 2023)	Strategy & Partnerships Equalities & Engagement Team	01/04/24
4.3	Further work beyond this review	Develop Governance Committee Work Programme for 2023/24	Include task and finish groups of engagement and public questions; monitoring progress against GRIP; developing performance framework and metrics; review of Committee remits	Work programming process post AGM. Draft workplan presented to Gov Committee on 20th July 2023.	PDE Service	Complete

4.4	Further work beyond this review	Introduce word limit to Notices of Motion		Will be implemented at future ordinary meetings of Full Council. Links to constitutional amendments	Democratic Services	Complete
4.5	Further work beyond this review	Introduce Pro-Active work programming for Full Council.	Implement through regular Whips Meetings.	On the agenda for the next Whips meeting	Democratic Services	Complete
4.6	Further work beyond this review	Implementing Members Questions at Policy Committees		Propose same approach as full council. Consultation with members and officers underway.	Democratic Services	01/09/23





## Report to Governance Committee

**Author/Lead Officer of Report:** Jason Dietsch,  
Head of Democratic Services

**Tel:** 0114 2734114

**Report of:** *James Henderson, Director of Policy & Democratic Engagement*

**Report to:** *Governance Committee*

**Date of Decision:** *20 July 2023*

**Subject:** ***Member Development***

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? 2241 (Initial EIA)				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

### Purpose of Report:

This report asks the Governance Committee to consider the Council's approach to Member Development and to provide comments on the existing Member Development Strategy 2021-25, including any changes of emphasis or priority in the light of the implementation of the committee system in Sheffield from 2022 and the 6-month review of governance and recent reviews, including the Local Government Association (LGA) Peer Review, the Race Equality Commission and the Street Tree inquiry report.

The Member Development Strategy 2021-25 is appended to this report for information and review. The report describes the training and development activity completed or planned so far in 2023/24.

The Committee is asked to re-establish the Member Development Working Group to take forward the detailed work on member development, and to consider the draft terms of reference for the Group and to request that the Group works on a programme of learning and development for Members, for the forthcoming year and then reports back to Governance Committee.

The Committee is asked to discuss and suggest any priorities for the 2023/24

Member Development Programme and areas which might be categorised as mandatory learning and development for elected members to complete.

The Committee is also asked to support work to produce new role profiles for elected Members and for officers to work with the Member Development Working Group on the profiles which will then be submitted to the Governance Committee for its consideration.

**Recommendations:**

The Governance Committee is asked to:

1. Provide any comments on the existing Member Development Strategy 2021-25 and particularly any changes of emphasis or priority in the light of the implementation of the committee system and recent pieces of work, including the Local Government Association (LGA) Peer Review, the Race Equality Commission and the Street Tree Inquiry report.
2. Formally re-establish the Member Development Working Group, noting the proposed membership of the Group and to consider the draft terms of reference for the group and to request that the Group works on a programme of learning and development for Members, for the forthcoming year and reports back to Governance Committee.
3. Discuss and suggest any priorities for the 2023/24 Member Development Programme and areas which might be categorised as mandatory learning and development for elected members to complete.
4. Ask the Director of Policy and Democratic Engagement to produce new role profiles and to work with the Member Development Working Group on the profiles which will then be submitted to the Governance Committee for its consideration.

**Background Papers:** 21<sup>st</sup> Century Councillor [21st-century-councillor.pdf \(wordpress.com\)](https://www.wordpress.com)

**Appendices:** Member Development Strategy 2021-25 and Equality Impact Assessment (EIA).

Lead Officer to complete:-	
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.
	Finance: Matthew Ardern
	Legal: David Hollis
	Equalities & Consultation: Ed Sexton
	Climate: <i>N/A</i>

	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	<b>SLB member who approved submission:</b>	<i>James Henderson</i>
3	<b>Committee Chair consulted:</b>	<i>Councillor Fran Belbin</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<b>Lead Officer Name:</b> <i>Jason Dietsch</i>	<b>Job Title:</b> <i>Head of Democratic Services</i>
	<b>Date:</b> <i>10 July 2023</i>	

## 1. PROPOSAL

### 1.1 Member Development Strategy

- 1.1.1 A four-year Member Development Strategy was developed in October 2021 and is appended to this report. It describes the objectives of member development activity, the Council's commitment to providing this service as part of the support we provide to elected Members, the various roles and challenges for councillors during the period covered by the strategy and other considerations likely to be important when producing an annual plan and programme of member development.
- 1.1.2 The strategy also draws on the **21<sup>st</sup> Century Councillor**, which is work undertaken by the University of Birmingham and North West Employers and which looked at the roles, skills and support needed to enable individual Members to undertake their crucial front-line role of making connections with their communities and building a strong democratic place.
- 1.1.3 Since the Strategy was produced in 2021, there have been several new developments, including the introduction of the committee system of governance in Sheffield in 2022 and a 6 month review of governance arrangements, the Local Government Association (LGA) Peer Review, the Race Equality Commission and the Sheffield Street Tree Inquiry and subsequent report.
- 1.1.4 These provide a timely opportunity for further reflection on whether there are aspects of the existing Member Development strategy and plan that Members would like to emphasise or prioritise in the light of the learning from these changes, reviews and external observations on how the Council works, its effectiveness and culture.
- 1.1.5 As an example, the Street Tree Inquiry complimented by the LGA Peer Review recommended a review of the elected member code of conduct and member-officer protocol and that this should be supported by improvements to elected member development, induction and linked to the Council's recent values work. The Council's Organisational Values are.
- People are at the heart of what we do
  - Openness and honesty are important to us
  - Together we get things done
- 1.1.6 Recommendation 15 of the 6 Month Review of New Governance Arrangements states that "Governance Committee should continue into 2023/24 as a forum for ongoing review and maintenance of the constitution and governance arrangements, as well as Member development." And it is proposed that the Committee maintains oversight for Member Development, the strategy and annual plan and that a

Member Development Working Group is established to undertake the more detailed work, and which helps to guide member development activity, as set out in section 1.2 of this report.

1.1.7 There is also an opportunity to consider how Members might also benefit from aspects of the learning development offer for council employees, which includes a range of different learning opportunities, such as the online courses on the Go Learn platform and Bookboon.

1.1.8 **Questions for the Committee:** Does the Committee have any comments on the existing Member Development Strategy and to identify changes of emphasis or priority in the light of the implementation of the committee system and recent reviews or other innovation or change?

## 1.2 **Member Development Working Group**

1.2.1 A Member Development Working Group was formed in September 2021. The group is composed of representatives from each of the political groups represented on the Council and the proposed membership for 2023/24 is as follows:

Councillors: Sue Alston, Fran Belbin, Joe Otten, Martin Phipps, Sioned-Mair Richards, Paul Turpin

### 1.2.2 **Terms of Reference:**

The Governance Committee is asked to consider the following draft terms of reference for the Member Development Working Group.

### 1.2.3 **Purpose:**

The purpose of this cross-party group is to discuss Member Development needs, offer informal direction to officers who are developing this programme and to help keep Members updated on what is happening with development opportunities and what is being planned. It helps to ensure that elected Members are engaged in the formulation, monitoring and evaluation of Member development activities. It will support the objectives of the Member Development Strategy to help us to continuously learn and improve as a council.

1.2.4 The Working Group is not a decision-making body. However, it will make recommendations to the Governance Committee as appropriate. In the absence of a nominated Member, a substitute should attend if possible. The Working Group will be supported by officers from Democratic Services and others, as appropriate.

### 1.2.5 **Terms of Reference:**

1. Creating future policies and strategies for Member learning and development for consideration by the Governance Committee.

2. Identifying learning and development needs of individuals and groups of Members, including those relevant to Members' roles and responsibilities, general skills and learning which is specific to particular committees, and prioritising them.
3. Prioritising programmes of learning and development so these reflect the Council's objectives.
4. Promoting learning and development opportunities to elected Members, including through political groups.
5. Reviewing and evaluating the effectiveness of learning and development programmes.
6. Monitoring the implementation of the annual learning and development plan and budget priorities.

1.2.6 **Questions for the Committee:** Do these draft terms of reference provide sufficient scope for the Member Development Working Group, and do they cover the right things? Do you wish to say more about the relationship of the Working Group and the Governance Committee?

### 1.3 Programme for 2023/24

1.3.1 Over the past municipal year of operating within a committee system and in the run up to the new system, there has been a programme of learning and development for Members. The summary below sets out the most recent and planned activity in the member development programme for 2023/24.

Activity	Target Audience	Date
New Councillor induction	Newly Elected Members	May 2023
Information Management - Refresh Session	Newly Elected Members	15th/16th June TBC
Planning Committee Training	Planning Committee Members	20/06/23
Licensing	Licensing Committee Members	23/06/23
Introduction to the Full Council Meeting	Newly Elected Members	26/06/23
Accounts	Audit & Standards Committee Members	TBC
Standards	Audit & Standards Committee Members	TBC
Communications Team Workings	Chairs, Deputy Chairs & Spokespersons	TBC
Equality Impact Assessment	Policy Committee and LAC (Local Area Committee) Members	12/07/23 and 07/09/23
Charity Trustee Responsibilities	Charity Trustee Sub-Committee	TBC
Corporate Parenting Strategy	All Members	TBC
Councillor's Guide to Understanding your Council's Financial Reporting Requirements	Audit & Standards Committee Members	24/08/23

Introduction to the Knowledge and Skills of the Audit Committee	Audit & Standards Committee Members	17/07/23
Review of Sheffield City Council's Statement of Accounts - bespoke independent training to be arranged	Audit & Standards Committee Members	TBC

1.3.2 We need to improve how we evaluate the success of each learning and development activity by asking Members about their experience of the training and the extent to which it met the learning objectives and their individual needs.

1.3.3 **Questions for the Committee:** The Committee is asked to discuss and suggest any priorities for the 2023/24 Member Development Programme and areas which might be categorised as mandatory learning and development for elected members to complete.

## 1.4 Member Role Profiles

1.4.1 We are producing new role profiles for the key roles for elected Members in the Committee system. This includes Committee Chairs, Deputy Chairs and group Spokespersons. It is proposed that officers produce the profiles and work with the Member Development Working Group to ensure that they are a true representation of the roles and responsibilities of Members in those roles and to consider what learning and development opportunities would best support a councillor in the role, either as a new Member or an experienced one. The role profiles will then be submitted to the Governance Committee for its consideration.

1.4.2 This action supports one of the findings of the 6 Month Review of New Governance Arrangements and activity in the Governance Review Implementation Plan, which is to develop clearer guidance on the roles and responsibilities for Chairs, Co-Chairs, Deputy Chairs and Group Spokespeople and how officers are expected to brief and interact with these roles.

## 2. HOW DOES THIS DECISION CONTRIBUTE?

2.1 Members must have the opportunities to develop the knowledge, tools and skills they need to deliver a challenging agenda in a fast-changing environment. The Member Development Programme aims to provide Members with the tools and ongoing skills they need to mobilise local communities, grow community capacity, support local innovation and to be able to take important decisions and represent their constituents.

## 3. HAS THERE BEEN ANY CONSULTATION?



- 3.1 There has not been formal consultation with the exception of the proposed membership of the Working Group. The Committee is asked for its views on the proposals set out in the report. The Member Development Working Group will enable discussion about member development needs, and it will help to ensure that elected Members are engaged in the formulation, monitoring and evaluation of Member development activities.

## **4. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION**

### 4.1 Equality Implications

- 4.1.1 The 6 month review of new governance arrangements EIA references the importance of the annual programme of Member training and development.
- 4.1.2 As a Public Authority, we have legal requirements under section 149 of the Equality Act 2010. These are often collectively referred to as the 'general duties to promote equality'. In addition, Council policy is also to consider the wider context, indicators and risks of inequality when assessing the implications of our proposals. We have considered our legal obligations and policy commitments in an initial impact assessment.
- 4.1.3 We will however continue to assess our Member development plan in line with our commitments to Equality diversity and inclusion and our Duties. We are for example ensuring that all Members are aware of their responsibilities and obligations under the Equality Act and the Council's overall Duties. This training is highlighted in the report, and following feedback from the training undertaken we will further develop more specific training as required.

### 4.2 Financial and Commercial Implications

- 4.2.1 There are no specific financial implications from this report. Training sessions are provided by a mix of internal officers and external providers for more specialist topics, funded from existing budgets. In the event that new specific initiatives were proposed, the funding would be approved through the appropriate decision making route. There is a £7k annual budget for member development. Additionally, the LGA has provided one-off funding to support member development activity this year.

### 4.3 Legal Implications

- 4.3.1 There is no legal requirement to provide training for Members. However, doing so ensures that they have a knowledge and awareness of the Council's and their own statutory obligations and enables the efficient running of Council business.

### 4.4 Climate Implications

4.4.1 There are no specific climate implications arising from this report. A Member development programme provides potential opportunities learning and development activity to improve knowledge and understanding of issues relating to climate. The Member development programme in 2021 and 2022 included Carbon Literacy training specifically for elected members.



## Sheffield City Council

### Member Development Strategy 2021-2025

#### Introduction

Sheffield City Council is committed to continuous improvement, innovation, and best value in the services it provides and encourages both Councillors and employees to develop their full potential.

This four-year strategy is being agreed at a time when the Council's governance model is fundamentally changing for the first time in over 20 years. During this period, four 'Annual Member Development Plans' will be agreed, aiming to prepare Councillors for this change and responding to their needs once it is in place. Alongside this, the Council must not lose sight of all the other usual demands and challenges which make member development crucial in any local authority.

Local Government is set in a fast-changing environment and Members must have the opportunities to develop the tools and skills they need to deliver a challenging agenda. The Member Development Programme aims to provide Members with the tools and ongoing skills they need to mobilise local communities, grow community capacity, support local innovation and to be able to take important decisions and represent their constituents.

The Council's strategy is to differentiate the learning and development opportunities depending on the multiple overlapping roles that individual councillors may play and to align our training and development offer to those roles and responsibilities.

#### The Aims and Objectives of the Strategy

This Strategy sets out the Council's objectives for member development and how those objectives will be achieved so we can effectively support Councillors and help them to develop. The Strategy links to the Council's commitment to openness and transparency and draws on [The 21st Century Councillor](#). It recognises that the appropriate skill set for councillors is changing and that Councillors need support to work in new ways. It aims to provide clear direction and purpose for member development in order to achieve:

- Motivated and skilled councillors
- A consistent approach to member training and development;
- Equality of opportunity; and

## Appendix 1

- Confident Members who are well-equipped and able to carry out their roles effectively.

This Strategy provides a framework for a member development programme that reflects best practice and achieves the following objectives:

- Political leadership capability enabling the Council's priorities to be achieved;
- Linking member learning and development to the Council's priorities;
- Creating shared values and behaviours throughout the Council in order to work as one team for the benefit of all;
- Building the capacity to adapt and change in order to respond to the changing environment and exploit the benefits of technology;
- Delivering learning and development in innovative ways to make the best use of the resources available to the Council e.g. e-learning;
- Giving priority to addressing basic skills needs and providing ICT skills development opportunities for Members;
- Enabling Members to support communities and act as advocates as appropriate;
- Increasing skills development to ensure Members can remain as effective Councillors in Sheffield.

## Commitment to the Strategy

The Council will demonstrate its commitment to the Strategy through:

- The formal adoption of this Strategy by the Full Council;
- An organisation-wide understanding and recognition that Members have individual learning and development needs;
- Member Development Sessions, presentations, committee specific training and other formal and informal learning opportunities designed and delivered in relation to the Council's corporate priorities;
- A structured induction programme which is provided for every newly elected member;
- Learning and development activity being shared with Members, officers, partners and other authorities where appropriate;
- An annual budget and resource allocation for member learning and development;
- A variety of learning and development opportunities available to meet individual member's needs, at different times of the day if required; and
- Officer support through Democratic Services who will support the training and development of Members through:
  - Co-ordinating all training for Members;
  - Ensuring that all Members are aware of training and development opportunities;
  - Devising a comprehensive training and development programme.

**What are the roles that members play in the committee-led future council?**

## Appendix 1

The role of an elected Member is a rewarding form of public service where individuals can make a difference to the quality of other people's daily lives. Being an effective Member requires hard work where Members must balance the needs and interests of their residents, voters, political groups and the Council. All these interest groups will make legitimate demands on the Member's time on top of their personal responsibilities to family, workplace and friends. It is therefore important that Members understand their role and its demands so they can perform responsibly and effectively for the Council and maintain the quality of their personal lives.

Most members' roles will include the following:

- Representing the ward;
- Decision-making;
- Policy and strategy review and development;
- Regulatory duties; and
- Community leadership and engagement
- Sharing responsibility for specific things such as the Council's role as corporate parent to looked-after children
- Working as part of a political Group
- Working as part of one or more committees

Some members' roles will also include:

- Being Chair of one or more Committees
- Being the Lord Mayor and Chairing Full Council
- Statutory responsibilities such as being Lead Member for Children's Social Care
- Being a specialist on certain areas of policy and decision-making (such as planning)

### **Representing the ward**

The primary role of a Member is to represent their ward and the people who live in it. They also have a responsibility to communicate Council policy and decisions and the reasons for those decisions to people in their ward.

### **Chairing Committees and being chaired**

Some members need to be skilled at chairing and all members need to be skilled at being a member of a committee.

- Policy Committees
- Regulatory Committees
- Other Committees
- Full Council (Lord Mayor)

These require different chairing and committee memberships skills

### **Decision-making**

Members have a central part to play in making decisions that impact on their ward and across the whole area covered by the Council. They will be involved in decision-making through:

- Full Council;

## Appendix 1

- Policy Committees
- Regulatory committees such as planning and highways or licensing;
- Local voluntary organisation management;
- Sitting on boards and as school governors;
- Membership of partnership boards; and
- Being appointers of staff on appointments panels and disciplinary or grievance appeals.

## Policy and Strategy

Members influence and determine the development and review of the Council's policy and strategy. They contribute to this through their set of technical skills and subject specific knowledge that members need to sit effectively on these kinds of committees:

- Membership of Policy Committees, and influencing other policy committees via their groups
- Involvement in advisory groups and partnerships;
- Role as a representative on local community groups;
- Role on area forums and committees;
- Case work; and
- Membership of a political group
- Audit
- Governance Committee

## Regulatory Duties

Local authorities provide services and also act as regulators. Members have roles on special committees appointed directly by the Council, such as audit and standards, planning and highways, and licensing committees. They are required to act independently and are not subject to the party group whip. There are a set of technical skills and subject specific knowledge that members need so they are effective on these kinds of committees.

## Community Leadership and Engagement

Community leadership is at the heart of modern local government and councils are taking on new responsibilities for working in partnership with other organisations, including the voluntary, community and faith sectors, to improve services and the quality of life of citizens.

- Survey data?
- What members have told us?
- What areas of the system are changing the most?
- What roles carry greatest risks (eg some roles require decisions which carry greater risks of eg Judicial Review etc, or financial implications)

## Appendix 1

### How will we deliver Learning & Development to Members?

- It will be virtual by default;
- Using our internal budget wisely;
- Collaborate with partners – e.g. LGA, CfGS
- E-learning as appropriate;
- Bringing in external expertise where necessary;
- Continued assessment of members' needs (via regular survey);
- Continued assessment of quality of the training delivered (via three point feedback from members ie before, at and after training)

### Expectations around Attendance

The Working Group will monitor attendance and evaluations of member development activity. This is to make sure that attendance and participation are in line with our aspirations to ensure that Member Development is successful and inclusive for all Members.

The following terms will be used to help set the expectations around participation and attendance:

- **Mandatory** – failure to attend would breach the constitution or prevent you from sitting on a specific committee
- **Essential** – Members are expected by their own Group Leaders to attend
- **Encouraged** – Members would benefit from attending and it will be relevant to all members
- **Welcome** – Members would benefit from attending, but it may be less relevant for some.

### The Learning and Development programme

This Strategy will be supported through the development of a Learning and development Programme. This programme will be responsive to:

- Individual needs of Members;
- The regular election cycle and by-elections;
- Legislative and regulatory changes;
- Changing Government priorities; and
- Local priorities.

The programme will comprise five training and development streams:

1. Induction and Committee Specific;
2. Local Area Committee;
3. Local Government Association;
4. Transitioning to a Committee System: and
5. Miscellaneous

## Appendix 1

Each of the above is explained in a little more detail below

### **Induction and Committee Specific Training and Development**

Following the election, successful candidates will be provided with an induction pack and general induction aimed to get them 'up and running' in their new role. The induction sessions will be discussion based with plenty of scope for Q&As. They will be well supported with written materials, multi-media presentations and interactive aspects. For newly elected Members there are seven development sessions delivered by officers:

- Introduction to the Council,
- Corporate Parenting and Safeguarding,
- Local Government Finance,
- Emergency Planning,
- Public Health,
- Introduction to Planning for Newly Elected Members and
- Policy and Performance,

Committee specific training would ideally take place before initial meeting of each committee. The induction process will continue with a series of training events focussed on members' specific committee specialisms. These will take place before the first meeting of the respective committees to ensure they are prepared for the work they will undertake. These will include sessions on:

- Planning – All planning Members
- HR Appeals Panels – All appeals panel Members
- Licensing – All licensing Members
- Audit & Standards – All audit and standards Members
- Scrutiny – All scrutiny Members
- Equality, Diversity & Inclusion – All Members
- Information Management – All Members

Further committee specific sessions will take place through the year, if required. Refresher sessions will happen immediately prior to the first meeting of a committee each municipal year.

### **Local Area Committee Training and Development**

Initially a programme of development for officers was put together at the request of the Empowering Communities Programme (ECP). Following these sessions the ECP Board felt that Members would benefit from receiving similar development opportunities to assist them in their new roles within the Local Area Committees. There are thirty sessions in total which scope various topics.



## Appendix 1

### Local Government Association Training and Development – We still do not have answers!

The Local Government Association (LGA) have offered one year's worth of training and development to SCC. Sessions delivered by the LGA are offered to all Members, however there may be some instances where training is delivered in single party groups. This offer will be utilised where appropriate and when possible.

### Transitioning to a Committee System Training and Development

A list of topics was compiled as to what would be the most imminent needs for training and development are for transitioning to a committee system. The draft list includes, but is not limited to:

- Scrutiny – whether or not a separate scrutiny committee exists in the new governance model, there will be some statutory scrutiny functions to undertake and, as per the Governance Committee's draft design principles, a need to ensure that decision-makers are effectively held to account by whatever system is in place.
- How to be an effective committee member (including 'how to disagree well').
- Chairing and Vice-chairing in Sheffield's committee system.
- Chairing and Vice-chairing Local Area Committees.
- Community Engagement
- Leadership and decision-making in a committee system.
- Lord Mayor Training
- Audit Committee
- Policy and Performance

*Training and development which falls under this stream will only take place this municipal year whilst the transition is in progress.*

### Miscellaneous and Ongoing Training and Development

Through additional discussions with officers and Members a list of further training and development topics have been raised. The intention is not necessarily to offer specific courses relating to each of these issues separately, but to ensure these issues are covered by the member development programme over the coming municipal year and induction cycle.

- Personal Safety – Violence against women and all Members
- Equality, Diversity & Inclusion
- Carbon Literacy
- Cultural Awareness including eg racism, anti-Semitism, Islamophobia
- Media & Technology skills
- Conflict Resolution
- Personal Resilience

## **Appendix 1**

- Climate Change
- Standards and Member Code of Conduct
- How Local Area Committees work
- Appropriate use of Social Media
- Health and Social Care
- Portfolio Leadership

## **Delivering the Programme**

The Council recognises that Members will have their own preferred learning styles and respond differently to different learning methods employed during training and development events. Similarly, Members will also have differing time requirements because of work or family commitments.

The following range of learning and development opportunities will be explored for the use in the Council.

- Briefings/explanations of policies;
- Seminar/Webinars;
- Workshops;
- Role plays;
- Study visits;
- Coaching;
- Mentoring;
- Conferences;
- E-learning websites;
- Case Studies;
- Networking and shadowing.

## **Monitoring, Review and Evaluation**

Following each training and development session a short survey is sent via a link to each Member that has attended the session. Members are asked to rate the usefulness of the session to them and also to use the form to follow up with any questions that they may have so that these can be followed up with the relevant officer or stakeholder in order to provide the correct answer.

## **Member Working Group**

A Member Working Group was formed in mid-September. The group comprises of 3 cross party Members and the hope is that it will expand. The aim of this cross-party group is to discuss Member Development needs, offer informal direction to officers who are developing this programme when consulted, and to help keep members updated on what is happening with development opportunities and what is being planned. These are informal discussions.

## **Member Development Site – SharePoint**

It was raised by some Members that they would like a central place to access useful resources and information. A SharePoint area was previously set up for Members following

**Appendix 1**

the Covid-19 Pandemic. This has now been updated and enhanced and is available for access. All Members have been informed of this via email and verbally in some training and development sessions. Instructions have been provided on how to access the site. All resources from training sessions are added to this site alongside useful training videos and links to the LGA. There is a direct link to the Local Area Committees SharePoint site too. This SharePoint site will continually expand with useful resources, links and information for Members.

**Member Development Plan**

The Member Development Plan is a separate document which outlines the vision for training and development over the next coming year.

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# PART A - Initial Impact Assessment

**Proposal Name:** Member Development (EIA ID: #2241)

**EIA Author:** Jason Dietsch (CEX)

**Proposal Outline:** To re-establish the Member Development Group to oversee future development of Elected Members, taking into account: - the existing strategy (2021-25) - the 6-month policy committee review of governance - recent relevant reviews/findings, including the Local Government Association (LGA) Peer Review, the Racial Equality Commission and the Street Tree inquiry - Future Sheffield and other overarching priorities and/or dependencies Subject to approval of the proposal, this EIA will be developed to inform and reflect the work of the group as it identifies Members' support needs. While the direction of Member development is to be confirmed, it is expected that it would include support both to enhance Members' community knowledge and in response to Members' own diversity.

**Proposal Type:** Non-Budget

**Year Of Proposal:** 23/24

**Lead Director for proposal:** James Henderson (CEX)

**Service Area:** Democratic Services

**EIA Start Date:** 10/07/2023

**Lead Equality Objective:** Understanding Communities

**Equality Lead Officer:** Ed Sexton

## Decision Type

### Committees:

Other Committees

- Governance

## Portfolio

### Primary Portfolio:

Strategic Support Services

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### EIA is cross portfolio:

No

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### EIA is joint with another organisation:

No

## Overview of Impact

### Overview Summary:

The Member Development Group would be expected to identify and respond to a range of development needs relating directly or indirectly to equality. For example, support/training that takes account of: - reasonable adjustment requirements - educational needs, learning preferences and learning difficulties (e.g. dyslexia) - caring or parental responsibilities - work commitments - travel requirements or restrictions - communication requirements - digital inclusion There is the potential for impacts across several protected characteristics / equality interests. This will be explored further in the future development of this EIA.

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### Impacted characteristics:

- Age
- Armed Forces
- Carers
- Cohesion
- Disability
- Gender Reassignment
- Health
- Partners
- Poverty & Financial Inclusion
- Pregnancy/Maternity

Race  
Religion/Belief  
Sex  
Voluntary/Community & Faith Sectors  
Sexual Orientation

## Consultation and other engagement

## Cumulative Impact

**Does the proposal have a cumulative impact:** No

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**Impact areas:**

## Initial Sign-Off

**Full impact assessment required:** No

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**Review Date:** 10/07/2023

## Action Plan & Supporting Evidence

**Outline of action plan:**

**Action plan evidence:**

**Changes made as a result of action plan:**

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**Significant risk after mitigation measures:**

**Outline of impact and risks:**

**Review Date**

**Review Date:**

10/07/2023





## Report to Governance Committee

### Author/Lead Officer of Report:

Laurie Brennan, Head of Policy & Partnerships

Tel: 0114 2734755

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

**Report to:** Governance Committee

**Date of Decision:** 20<sup>th</sup> July 2023

**Subject:** Reviewing Sheffield City Council's approach to public questions

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? EIA 1153				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

### Purpose of Report:

This paper sets out a short proposal for Governance Committee to undertake a review of Council's approach to Public Questions, in response to Recommendation 16 of the Six-Month Review of Governance.

The proposal suggests establishing a Task and Finish Group of Governance Committee Members to work with citizens, stakeholders and officers over the summer with proposals presented to Governance Committee in October 2023.

The proposed purpose of the review is to:

1. Ensure the process for citizens to ask public questions is clear, that public questions are triaged in a way that directs them to the most appropriate forum and that those forums are easy to access.
2. Consider processes for responding to public questions and the interplay between timescales and quality of responses so that we can best achieve a consistent approach that is fit for purpose in the Committee System.

3. To undertake the review creatively with citizens and stakeholders, developing proposals which learn from the experiences of those involved within resource and capacity constraints.

### Recommendations:

That Governance Committee:

1. Consider and agree the proposed scope of the Public Questions review, in line with the Six-Month Review's recommendations.
2. Discuss and agree the proposed terms of reference for the Public Questions review.
3. Nominate at least three Governance Committee Members from across the three political groups to lead the Task and Finish Group.

### Background Papers:

Six Month Review of New Governance Arrangements,

<https://democracy.sheffield.gov.uk/documents/b27181/Item%207%20-%20Six%20Month%20Review%20of%20Governance%20Arrangements%20-%20report%20Wednesday%2017-May-2023%2011.30%20Council.pdf?T=9>

Lead Officer to complete:-		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: <i>Matthew Ardem, Senior Finance Manager</i> Legal: <i>David Hollis, Interim General Counsel, Corporate Governance Lawyer</i> Equalities & Consultation: <i>Ed Sexton, Senior Equalities and Engagement Officer</i> Climate: N/A
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	<b>SLB member who approved submission:</b>	James Henderson, Director of Policy and Democratic Engagement
3	<b>Committee Chair consulted:</b>	Cllr. Fran Belbin, Chair of Governance Committee
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	

<b>Lead Officer Name:</b> Laurie Brennan	<b>Job Title:</b> Head of Policy and Partnerships
<b>Date:</b> 11 <sup>th</sup> July 2023	

# Reviewing Sheffield City Council's approach to public questions

## 1. PURPOSE

1.1 This paper sets out a proposal to reviewing and improving how the Council engages and is held to account by the people of Sheffield through the Public Questions that are asked at Council meetings. This responds directly to the insight from citizens, stakeholders, Members and officer who contributed to the Six-Month Review of Governance Arrangements in 2022/23.

1.2 The paper proposes that the Governance Committee establishes a dedicated task and finish group of Members to work with citizens, stakeholders and officers to develop proposals for how the Council's Public Questions model could be improved to maximise their effectiveness for citizens in holding SCC to account and raising vital issues.

## 2. PROPOSAL – REVIEWING OUR APPROACH TO PUBLIC QUESTIONS

2.1 As part of the Transition to Committees, we worked with citizens and stakeholders to agree a short set of Design Principles which captured how Members and citizens wanted to see decision making happen in Sheffield through the Committee System. These Principles said in making decisions, SCC would aim to be:

...**be democratic**. Sheffield City Council is committed to local democracy.

...**be open and trustworthy**. Make decisions publicly, so people can tell who is responsible for what.

...**include all Councillors**. Show what decisions everyone's local councillors are involved in.

...**listen to everyone**. Have the voice of residents at the heart of our decisions.

...**be cutting edge and keep improving**. Respond to the fast-changing world by trying new things and checking often whether it's working.

2.2 We are committed to continuing to develop and improve the Committee System model in Sheffield, including further embedding the principles above and establishing firmer assessments and metrics based on the Design Principles to drive continuous improvement. The Six Month Review was an important initial opportunity to identify issues and areas to improve, recognising that not everything was going to immediately work as the city wants it to.

2.3 As part of the Review, Governance Committee heard a clear message from stakeholders, Members and officers that the current approach to public questions is not meeting expectations and needs to be reviewed if it is to be an effective route for citizen voice and democratic accountability. In particular, the Committee heard:

- **Citizens are dissatisfied with the speed and manner of responses received to public questions** – albeit with relatively small numbers, 44% of citizens who have asked questions and responded to the Review survey said that they were either dissatisfied, or very dissatisfied with *speed* of their response to a public question; and 56% were either dissatisfied or very dissatisfied with the *manner* of the response received.
- **Confusion and duplication** – there is a sense that public questions are not always directed to the most appropriate forum, there is duplication of questions at Policy Committees, Full Council and LACs, and sometimes questions are ‘bounced’ between committees – causing confusion and delays to responses. There is also a potential issue of duplication and inconsistency with answers to questions on the same issue asked at LAC and city-level committee level.
- **Who responds** – some Members feel that the current approach, whereby responses are formulated by officers and the Chair of a committee, is not appropriate in the new system, where the question is addressed to the whole Committee.
- **Time and value** – some citizens felt that 30 minutes is inadequate for dealing with public questions when significant decisions are being made; some felt the process is too formal and rigid with no scope for asking supplementary questions; and some argued that it isn’t a meaningful tool for engagement and influencing decision making.
- **Accessibility and visibility** – some citizens would like to be able to submit questions anonymously or attend the meeting virtually to ask a question. Some citizens were concerned that where written responses are provided, they are not published with the minutes, so they are not on the public record.

2.4 To address the above, Full Council approved the Review’s recommended (Recommendation 16) that Governance Committee sets up a task and finish group to look at Public Questions, specifically:

- ensuring the **process for citizens to ask public questions** is clear, that public questions are triaged in a way that directs them to the most appropriate forum and that those forums are easy to access.
- considering **processes for responding to public questions**, ensuring a consistent approach that is fit for purpose in the Committee System.

2.5 This task and finish group is an important opportunity for Governance Committee to demonstrate the ways of working that we want to see across our Committee System by working alongside citizens and stakeholders and

working cross-party to develop collaborative and creative solutions which improve outcomes for the city. We will look to make use of our Engagement Toolkit and find appropriate routes for citizens to participate and contribute to the project.

2.6 As part of the public questions review, the task and finish group may wish to consider:

- **Comparators from elsewhere** – looking at approaches used by other councils, utilising good practice in how questions can be asked and how they are responded to which would enhance our existing approach;
- **Further insight from those who have asked public questions** – recognising that numbers involved in the Governance Review itself were relatively small, Members may want to ask participants for further perspectives;
- **The experience of all those involved in our current approach** – bringing together citizens, Members and the officers try and develop rounded solutions which consider the experiences of all those involved;
- **Balancing approach with resources and capacity** – public questions have a vital role in local accountability and therefore we need to look to maximise the impact and effectiveness of the approach we take within the constraints of the resources available.
- **Communicating and informing citizens** – there's an opportunity here to build awareness in communities about public questions and how to navigate the system.

### 3. **TASK AND FINISH GROUP DRAFT TERMS OF REFERENCE & APPROACH**

3.1 Draft Terms of Reference for Governance Committee to consider:

#### **Purpose**

1. Ensure the process for citizens to ask public questions is clear, that public questions are triaged in a way that directs them to the most appropriate forum and that those forums are easy to access.
2. Consider processes for responding to public questions and the interplay between timescales and quality of responses so that we can best achieve a consistent approach that is fit for purpose in the Committee System.
3. To undertake the review creatively with citizens and stakeholders, developing proposals which learn from the experiences of those involved within resource and capacity constraints.

#### **Specific areas of focus**

1. Actively seek feedback from, and test proposals with, citizens and stakeholders; and report into the Governance Committee,
2. That the work on public questions clarify the process for members of the public submitting a question to the Full Council that had not been adequately dealt with by a Policy Committee.

### **Membership**

Recognising the pressure on Member and officer capacity, there should be a minimum of 3 Members of the Governance Committee involved in the Task and Finish Group with as a minimum 1 Member from each of the political groups.

The Task and Finish Group should also identify a Member lead who will help convene the work and support the reporting back to Governance Committee.

Members may wish to co-opt external and stakeholder expertise into the Task and Finish Group.

### **Approach**

The approach to the Task & Finish work should be in the spirit of the Design Principles, make use of the public engagement toolkit, including working in the open, engaging citizens and stakeholders to gather insight and develop solutions.

Task & Finish Group will be informal meetings with citizens able to join and participate (online and in-person).

### **Outline timetable of activity**

It is proposed the first meeting of the Task and Finish Group is a public input workshop on 30<sup>th</sup> August 2023, replacing the scheduled Governance Committee on that day.

It is expected the Task and Finish Group will meet around 3 times before bringing draft proposals back to Governance Committee for consideration at its meeting on 12<sup>th</sup> October 2023.

## **4. HOW DOES THIS DECISION CONTRIBUTE?**

4.1 The proposal for a Task and Finish Group responds directly to the learning from the Six-Month Review of Governance, creating the opportunity for citizens, stakeholders, Members and officers to collaborate together to improve our governance and approach to democratic accountability.

4.2 This also creates an opportunity to demonstrate our commitments to more open ways of policy development.

## **5. HAS THERE BEEN ANY CONSULTATION?**

- 5.1 There has been some initial consultation with citizens and stakeholders as part of the Six-Month Review of Governance but we recognise that the numbers of citizens involved were relatively small. However, this is an opportunity to collaborate with citizens in depth to design an approach that could improve the experience and response to public questions in Sheffield.

## **6. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION**

### **6.1 Equality Implications**

- 6.1.1 There is a full and live EIA (EIA1153) for the implementation of the Committee System and there is an opportunity to deliver significant improvements in the inclusivity and accessibility of our approach to public questions. The EIA would be updated and refined to inform and respond to the work of the task and finish group. The current approach, particularly where people need to be able to physically attend a public meeting if they want to ask their question to Members directly, can be a significant barrier to people because of disability, caring responsibilities, or work patterns and commitments which prevent attendance during work hours. There is an opportunity to look at how to mitigate and open up our public questions approach as part of the review.

- 6.1.2 Further, we currently do not seek to collect equality monitoring data from citizens who ask public questions. This ensures that we cannot easily identify barriers and any equality implications of current practice but we should seek to better assess this as part of the review.

### **6.2 Financial and Commercial Implications**

- 6.2.1 The recommendations in this report will be undertaken within existing resources. Activity to implement the recommendations will be prioritised factoring in organisational capacity.
- 6.2.2 As part of the work that is proposed here, Task and Finish Group will need to consider how proposals to reform SCC's approach can be met within existing capacity and resources.

### **6.3 Legal Implications**

- 6.3.1 There are no direct legal implications arising from this report. Where the task and finish group finds changes are needed to the current process this will likely require changes to the Council's Constitution that should be considered by the Committee and approved by Full Council.

### **6.4 Climate Implications**

N/A





## Report to Governance Committee

20<sup>th</sup> July 2023

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**Report of:** Laurie Brennan, Head of Policy and Partnerships

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**Subject:** Committee Work Programme

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**Author of Report:** Alice Nicholson, Policy & Improvement Officer

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### Summary:

The Committee's Work Programme is attached at Appendix 1 for the Committee's consideration and discussion. This aims to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee.

Any changes since the Committee's last meeting, including any new items, have been made in consultation with the Chair, and the document is always considered at the regular pre-meetings of the Committee.

The following potential sources of new items are included in this report, where applicable:

- Questions and petitions from the public, including those referred from Council
- References from Council or other committees (statements formally sent for this committee's attention)
- A list of issues, each with a short summary, which have been identified by the Committee or officers as potential items but which have not yet been scheduled (See Appendix 1)

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

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**Recommendations:**

1. That the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;
2. That consideration be given to the further additions or adjustments to the work programme presented at Part 2 of Appendix 1;
3. That Members give consideration to any further issues to be explored by officers for inclusion in Part 2 of Appendix 1 of the next work programme report, for potential addition to the work programme; and

**Background Papers:** None**Category of Report:** Open

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**COMMITTEE WORK PROGRAMME****1.0 Prioritisation**

1.1 For practical reasons this committee has a limited amount of time each year in which to conduct its formal business. The Committee will need to prioritise firmly in order that formal meetings are used primarily for business requiring formal decisions, or which for other reasons it is felt must be conducted in a formal setting.

1.2 In order to ensure that prioritisation is effectively done, on the basis of evidence and informed advice, Members should usually avoid adding items to the work programme which do not already appear:

- In the draft work programme in Appendix 1 due to the discretion of the chair; or
- within the body of this report accompanied by a suitable amount of information.

**2.0 References from Council or other Committees**

2.1 Any references sent to this Committee by Council, including any public questions, petitions and motions, or other committees since the last meeting are listed here, with commentary and a proposed course of action, as appropriate:

Issue	
Referred from	
<i>Details</i>	
<i>Commentary/ Action Proposed</i>	

### **3.0 Member engagement, learning and policy development outside of Committee**

3.1 Subject to the capacity and availability of councillors and officers, there are a range of ways in which Members can explore subjects, monitor information and develop their ideas about forthcoming decisions outside of formal meetings. Appendix 2 is an example 'menu' of some of the ways this could be done. It is entirely appropriate that member development, exploration and policy development should in many cases take place in a private setting, to allow members to learn and formulate a position in a neutral space before bringing the issue into the public domain at a formal meeting.

#### **2.2 Training & Skills Development - Induction programme for this committee.**

Title	Description & Format	Date

## Appendix 1 – Work Programme

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

Item	Proposed Date	Note
Governance Review Implementation Plan	Standing Item	To update the Committee on progress against actions in the Governance Review Implementation Plan and identify further actions for inclusion. (LB)
Member Development Programme	20 <sup>th</sup> July 23	To consider the existing Member Development Strategy 2021-2025 and priorities for member development activity for the next 12 months, including learning from recent reviews, such as the LGA Peer Challenge and the Race Equality Commission Report. (JD)
Public Questions Task and Finish Group	20 <sup>th</sup> July 23	As per the Governance Review recommendation: to formally agree the approach, terms of reference of, and appointment to, the task and finish work on public questions: ensuring the process for citizens to ask public questions is clear, that public questions are triaged in a way that directs them to the most appropriate forum and that those forums are easy to access. Considering processes for responding to public questions, ensuring a consistent approach that is fit for purpose in the Committee System.
Devolution to Local Area Committees and review of Committee Remits	August onwards	To consider possible changes to decision making in Local Area Committees, and how this will impact on our overall governance arrangements.  Taking a holistic approach to reviewing committee remits, taking into account experience of 2023/24 workloads, any changes that have happened as a result of the development of Local Area Committees, and any changes to the council's operating/management structures.
Measuring the health of the Committee System	30 <sup>th</sup> August 23	To develop and agree a performance framework and set of metrics to enable us to measure progress as the Committee System develops.
Reviewing Committee Remits	17 <sup>th</sup> January 24	Taking a holistic approach to reviewing committee remits, taking into account experience of 2023/24 workloads, any changes that have happened as a result of the development of Local Area Committees, and any changes to the council's operating/management structures.
Urgent Decisions	28 <sup>th</sup> February 24	To review the use of urgent decisions to date, understand whether the process is working as intended, and whether changes are required (DH, JD)

Citizen Engagement and Involvement Task and Finish Group	TBC	As per the Governance Review recommendation: to formally agree the approach, terms of reference of, and appointment to, the task and finish group on citizen engagement and involvement: considering how we can drive progress in realising our ambitions for community involvement and engagement, taking learning from recent reviews including Involve, the LGA Peer Challenge, the Race Equality Commission Report
Changes to delegations	TBC	To consider, and recommend to Full Council, changes to delegations (including grants – initially discussed by the Committee in December 2022).
Understanding Committee Roles and Remuneration	TBC	To consider the roles of Deputy Chair and Group Spokespeople, and whether current arrangements, including remuneration, are appropriate.
Charity Sub Committee and SCC role as a charitable trustee.	March 2024	To consider, and recommend to Full Council, the most appropriate way for the Council to discharge its role as Charitable Trustee
Establishing a Sub-Committee of the Transport, Regeneration and Climate Change Policy Committee to deal with TROs	TBC	Consider the role of Governance Committee in this – is it development, info or approval, for example, is TRC ultimate decision maker on this, plus full council approval.
International Relationships	TBC	To agree a framework setting out the purpose and arrangements for International Relationships
Officer support and engagement in Policy Committees	TBC	To be defined – need to work with Governance Committee Members and officers to agree scope and focus

## Part 2: List of other potential items not yet included in the work programme

Issues that have recently been identified by the Committee, its Chair or officers as potential items but have not yet been added to the proposed work programme. If a Councillor raises an idea in a meeting and the committee agrees under recommendation 3 that this should be explored, it will appear either in the work programme or in this section of the report at the committee's next meeting, at the discretion of the Chair.

<b>Topic</b>	
<b>Description</b>	
<b>Lead Officer/s</b>	
<b>Item suggested by</b>	<i>Officer, Member, Committee, partners, public question, petition etc</i>

<b>Type of item</b>	<i>Referral to decision-maker/Pre-decision (policy development)/Post-decision (service performance/ monitoring)</i>
<b>Prior member engagement/ development required</b> <i>(with reference to options in Appendix 2)</i>	
<b>Public Participation/ Engagement approach</b> <i>(with reference to toolkit in Appendix 3)</i>	
<b>Lead Officer Commentary/Proposed Action(s)</b>	

**Part 3: Agenda Items for Forthcoming Meetings**

Meeting 1	20 <sup>th</sup> July 2023	Time				
Topic	Description	Lead Officer/s	Type of item <i>Decision/Referral to decision-maker/Pre-decision (policy development)/Post-decision (service performance/ monitoring)</i>	Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <i>This Cttee/Another Cttee (eg S&amp;R)/Full Council/Officer</i>
Member Development Programme	To consider the existing Member Development Strategy 2021-2025 and priorities for member development activity for next 12 months	Jason Dietsch		The report seeks to re-establish the member development group – a cross party group		
Public Questions Task and Finish Group	To formally agree the approach, terms of reference of, and appointment to, the task	Laurie Brennan / Jason Dietsch		Recommendation from six month governance review	To undertake the review creatively with citizens and stakeholders. Make	

	and finish work on public questions				use of our Engagement Toolkit and find appropriate routes for citizens to participate and contribute to the project.	
Standing items	<ul style="list-style-type: none"> <li>• <i>Public Questions/ Petitions</i></li> <li>• <i>Work Programme</i></li> <li>• <i>Governance Review Implementation Plan</i></li> </ul>					

Meeting 2	30 <sup>th</sup> August 2023	Time				
Topic	Description	Lead Officer/s	Type of item <i>Decision/Referral to decision-maker/Pre-decision (policy development)/Post-decision (service performance/ monitoring)</i>	Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) This Cttee/Another Cttee (eg S&R)/Full Council/Officer
Measuring the health of the Committee System	To develop and agree a performance framework and set of metrics to enable us to measure progress as the Committee System develops					
Standing items	<ul style="list-style-type: none"> <li>• <i>Public Questions/ Petitions</i></li> </ul>					

	<ul style="list-style-type: none"> <li>• <i>Work Programme</i></li> <li>• <i>Governance Review Implementation Plan</i></li> </ul>					
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Meeting 3	12 <sup>th</sup> October 2023	Time				
Topic	Description	Lead Officer/s	Type of item <i>Decision/Referral to decision-maker/Pre-decision (policy development)/Post-decision (service performance/ monitoring)</i>	Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) This Cttee/Another Cttee (eg S&R)/Full Council/Officer
Standing items	<ul style="list-style-type: none"> <li>• <i>Public Questions/ Petitions</i></li> <li>• <i>Work Programme</i></li> <li>• <i>Governance Review Implementation Plan</i></li> </ul>					

Meeting 4	22 <sup>nd</sup> November 2023	Time				
Topic	Description	Lead Officer/s	Type of item <i>Decision/Referral to decision-maker/Pre-decision (policy development)/Post-decision (service performance/ monitoring)</i>	Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) This Cttee/Another Cttee (eg S&R)/Full Council/Officer



Standing items	<ul style="list-style-type: none"> <li>• <i>Public Questions/ Petitions</i></li> <li>• <i>Work Programme</i></li> <li>• <i>Governance Review Implementation Plan</i></li> </ul>					
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Meeting 5	14 <sup>th</sup> December 2023	Time				
Topic	Description	Lead Officer/s	Type of item <i>Decision/Referral to decision-maker/Pre-decision (policy development)/Post-decision (service performance/ monitoring)</i>	Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) This Cttee/Another Cttee (eg S&R)/Full Council/Officer
Standing items	<ul style="list-style-type: none"> <li>• <i>Public Questions/ Petitions</i></li> <li>• <i>Work Programme</i></li> <li>• <i>Governance Review Implementation Plan</i></li> </ul>					

Meeting 6	17 <sup>th</sup> January 2024	Time				
Topic	Description	Lead Officer/s	Type of item <i>Decision/Referral to decision-maker/Pre-decision (policy development)/Post-decision (service performance/ monitoring)</i>	Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) This Cttee/Another Cttee (eg S&R)/Full Council/Officer

Standing items	<ul style="list-style-type: none"> <li>• <i>Public Questions/ Petitions</i></li> <li>• <i>Work Programme</i></li> <li>• <i>Governance Review Implementation Plan</i></li> </ul>					
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Meeting 7	28 <sup>th</sup> February 2024	Time				
Topic	Description	Lead Officer/s	Type of item <i>Decision/Referral to decision-maker/Pre-decision (policy development)/Post-decision (service performance/ monitoring)</i>	Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <i>This Cttee/Another Cttee (eg S&amp;R)/Full Council/Officer</i>
Urgent Decisions	To review the use of urgent decisions to date, understand whether the process is working as intended, and whether changes are required					
Standing items	<ul style="list-style-type: none"> <li>• <i>Public Questions/ Petitions</i></li> <li>• <i>Work Programme</i></li> <li>• <i>Governance Review Implementation Plan</i></li> </ul>					

Meeting 8	27 <sup>th</sup> March 2024	Time				
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Topic	Description	Lead Officer/s	Type of item <i>Decision/Referral to decision-maker/Pre-decision (policy development)/Post-decision (service performance/ monitoring)</i>	Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) This Cttee/Another Cttee (eg S&R)/Full Council/Officer
Charity Sub Committee and SCC role as a charitable trustee.	To consider, and recommend to Full Council, the most appropriate way for the Council to discharge its role as Charitable Trustee					
Standing items	<ul style="list-style-type: none"> <li>• <i>Public Questions/ Petitions</i></li> <li>• <i>Work Programme</i></li> <li>• <i>Governance Review Implementation Plan</i></li> </ul>					

## **Appendix 2 – Menu of options for member engagement, learning and development prior to formal Committee consideration**

Members should give early consideration to the degree of pre-work needed before an item appears on a formal agenda.

All agenda items will anyway be supported by the following:

- Discussion well in advance as part of the work programme item at Pre-agenda meetings. These take place in advance of each formal meeting, before the agenda is published and they consider the full work programme, not just the immediate forthcoming meeting. They include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers
- Discussion and, where required, briefing by officers at pre-committee meetings in advance of each formal meeting, after the agenda is published. These include the Chair, Vice Chair and all Group Spokespersons from the committee, with officers.
- Work Programming items on each formal agenda, as part of an annual and ongoing work programming exercise
- Full officer report on a public agenda, with time for a public discussion in committee
- Officer meetings with Chair & VC as representatives of the committee, to consider addition to the draft work programme, and later to inform the overall development of the issue and report, for the committee's consideration.

The following are examples of some of the optional ways in which the committee may wish to ensure that they are sufficiently engaged and informed prior to taking a public decision on a matter. In all cases the presumption is that these will take place in private, however some meetings could happen in public or eg be reported to the public committee at a later date.

These options are presented in approximately ascending order of the amount of resources needed to deliver them. Members must prioritise carefully, in consultation with officers, which items require what degree of involvement and information in advance of committee meetings, in order that this can be delivered within the officer capacity available.

The majority of items cannot be subject to the more involved options on this list, for reasons of officer capacity.

- Written briefing for the committee or all members (email)
- All-member newsletter (email)
- Requests for information from specific outside bodies etc.
- All-committee briefings (private or, in exceptional cases, in-committee)
- All-member briefing (virtual meeting)
- Facilitated policy development workshop (potential to invite external experts / public, see appendix 3)
- Site visits (including to services of the council)
- Task and Finish group (one at a time, one per cttee)

Furthermore, a range of public participation and engagement options are available to inform Councillors, see appendix 3.

## **Appendix 3 – Public engagement and participation toolkit**

### **Public Engagement Toolkit**

On 23 March 2022 Full Council agreed the following:

A toolkit to be developed for each committee to use when considering its ‘menu of options’ for ensuring the voice of the public has been central to their policy development work. Building on the developing advice from communities and Involve, committees should make sure they have a clear purpose for engagement; actively support diverse communities to engage; match methods to the audience and use a range of methods; build on what’s worked and existing intelligence (SCC and elsewhere); and be very clear to participants on the impact that engagement will have.

The list below builds on the experiences of Scrutiny Committees and latterly the Transitional Committees and will continue to develop. The toolkit includes (but is not be limited to):

- a. Public calls for evidence
- b. Issue-focused workshops with attendees from multiple backgrounds (sometimes known as ‘hackathons’) led by committees
- c. Creative use of online engagement channels
- d. Working with VCF networks (eg including the Sheffield Equality Partnership) to seek views of communities
- e. Co-design events on specific challenges or to support policy development
- f. Citizens assembly style activities
- g. Stakeholder reference groups (standing or one-off)
- h. Committee / small group visits to services
- i. Formal and informal discussion groups
- j. Facilitated communities of interest around each committee (eg a mailing list of self-identified stakeholders and interested parties with regular information about forthcoming decisions and requests for contributions or volunteers for temporary co-option)
- k. Facility for medium-term or issue-by-issue co-option from outside the Council onto Committees or Task and Finish Groups. Co-optees of this sort at Policy Committees would be non-voting.

This public engagement toolkit is intended to be a quick ‘how-to’ guide for Members and officers to use when undertaking participatory activity through committees.

It will provide an overview of the options available, including the above list, and cover:

- How to focus on purpose and who we are trying to reach
- When to use and when not to use different methods
- How to plan well and be clear to citizens what impact their voice will have
- How to manage costs, timescales, scale.

**There is an expectation that Members and Officers will be giving strong consideration to the public participation and engagement options for each item on a committee’s work programme, with reference to the above list a-k.**

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