



## Report to Council

---

**Report of:** The Executive Director, Resources

---

**Date:** 5 February 2020

---

**Subject:** Proposal for Alternative Governance Arrangements for Sheffield City Council

---

**Author of Report:** Gillian Duckworth, Director of Legal & Governance  
[Gillian.Duckworth@sheffield.gov.uk](mailto:Gillian.Duckworth@sheffield.gov.uk) (0114 273 4018)

---

**Summary:** In January 2020, Full Council agreed the principles to be adopted into any revised system of governance. The report presents proposals for consideration by Full Council for an enhanced Leader and Cabinet model as well as for a Committee system required for the referendum to be held in May 2020. The recommendations of Council will then be submitted to the meeting of Cabinet on 19 February for consideration.

### Recommendations:

That Council recommends to Cabinet:

1. proposals for an enhanced Leader and Cabinet governance model; and
2. proposals for a committee system of governance to be published before a referendum, as set out in the report.

---

### Background Papers:

Report of the Overview & Scrutiny Management Committee submitted to the meeting of Council on 8 January 2020 - Principles for Governance at Sheffield City Council

---

**Category of Report:** OPEN

## Statutory and Council Policy Checklist

|   |
|---|
| <b>Financial implications</b>   |
| YES – Cleared by Paul Schofield   |
| <b>Legal implications</b>   |
| YES – Cleared by Andrea Simpson   |
| <b>Equality of Opportunity implications</b>                                     |
| YES – Cleared by James Henderson  |
| <b>Tackling Health Inequalities implications</b>                                |
| YES/NO  |
| <b>Human rights implications</b>  |
| N/A YES/NO  |
| <b>Environmental and Sustainability implications</b>                            |
| N/A YES/NO  |
| <b>Economic impact</b>  |
| N/A YES/NO  |
| <b>Community safety implications</b>  |
| N/A YES/NO  |
| <b>Human resources implications</b>   |
| N/A YES/NO  |
| <b>Property implications</b>  |
| N/A YES/NO  |
| <b>Area(s) affected</b>   |
| City Wide   |
| <b>Relevant Scrutiny Committee if decision called in</b>                        |
|   |
| <b>Is the item a matter which is reserved for approval by the City Council?</b> |
| NO  |
| <b>Press release</b>  |
| YES/NO  |

**1. Introduction**

- 1.1 At its meeting on 8 January 2020, Council approved the recommendations made by the Overview and Scrutiny Management Committee and endorsed the ambitions, governance principles and ways of working, as set out in its report, to shape future governance options.
- 1.2 On 7 May 2020 a referendum will be held to determine whether the Council retains its Leader and Cabinet model of decision making, or moves to a committee system model. The Council is required to draw up and publish proposals for a committee system before holding the referendum.
- 1.3 The report presents proposals based on principles agreed at the Council meeting on 8 January, for consideration by Full Council for an enhanced Leader and Cabinet model as well as proposals for a Committee system required for the referendum. The recommendations of Council will then be submitted to the meeting of Cabinet on 19 February for consideration.

**2. Background**

**2.1 Governance Review**

- 2.1.1 At its meeting on 3 July 2019, Council resolved that the Deputy Leader, and Cabinet Member for Finance, Resources and Governance would work with the Overview and Scrutiny Management Committee to review decision making in Sheffield City Council.
- 2.1.2 On 23 September 2019, the Council confirmed that a petition submitted in August, calling for a referendum to change the Council's governance arrangements, had reached the required number of signatures of 5% of the electorate to trigger a referendum on the issue. Because the petition has received the required number of signatures, a referendum will be held on or before the day of the next local elections on 7 May 2020.
- 2.1.3 The Petitions Regulations (Local Authorities (Referendums) (Petitions) (England) Regulations 2011) require the Council to publish a proposal for what a committee system would look like no later than 56 days before the referendum. There is no requirement for the Council to publish a proposal for any changes to the existing Leader and Cabinet system should that be endorsed through the referendum, although it may do so if it wishes.
- 2.1.4 Were a change to the committee system to be favoured in the referendum the Council would have a year to implement the change, with the new system being in operation from May 2021. During this implementation period further work would be undertaken on the detail of the system, but within the parameters set out in this report (if endorsed by Council and approved by Cabinet). This further work is set out in more detail at section 4 below.

## 2.2 Scrutiny Committee Recommendations

2.2.1 The cross party Overview and Scrutiny Management Committee (OSMC) looked at what the Council might want to achieve through changing its decision making structures and set out to produce a set of principles that should underpin both of the options that are put to the referendum. The Committee adopted a 'select committee' approach and held a series of evidence gathering sessions to hear from a range of witnesses. The Committee then produced a report which identified ambitions, governance principles and ways of working that should shape future governance options for consideration by Full Council.

2.2.2 At its meeting on 8 January 2020, Council approved the recommendations made by the Overview and Scrutiny Management Committee and endorsed the ambitions, governance principles and ways of working, as set out in its report, to shape future governance options.

## 2.3 Proposed Ambitions, Governance Principles and Ways of Working

2.3.1 The OSMC's report set out 5 ambitions for Sheffield City Council and identified governance principles and ways of working that will deliver these ambitions. These are summarised in **Appendix 1** to this report. The ambitions are as follows:

1. Sheffield City Council is a trusted organisation, where decisions are taken in an open and transparent way and accountability is clear.
2. Sheffield City Council is a Council where all Councillors are involved in – and can influence – decision making
3. Sheffield City Council engages, involves and listens to citizens, communities and partners
4. Sheffield City Council has a modern and responsive approach to governance which reflects the increasingly complex policy making environment
5. Sheffield City Council is a reflective council that is committed to continuously improving governance

2.3.2 This report outlines how these governance principles might be incorporated into a new committee system or an enhanced Leader and Cabinet model of governance.

## 3. Proposals for an enhanced Leader and Cabinet model and a committee system

3.1 Outlined below are proposals for an enhanced Leader and Cabinet model of governance and those for a committee system. The proposals are summarised in the two diagrams attached to this report.

### 3.1.1. **Community Involvement**

As part of either a Leader/Cabinet or a Committee system, and based on the feedback from the Big City Conversation (see paragraph 7 below) the Council will draw up proposals to strengthen locality arrangements and increase community voice and influence and the opportunity for people to have their say at a local level. The design of this model would also ensure that there is an effective mechanism for communities, through the locality arrangements, to feed into the Council's decision making processes. The governance principles will also be applied to the design of the locality arrangements.

## 3.2 **Enhanced Leader and Cabinet model**

### 3.2.1 **How are decisions made?**

#### **Full Council**

There are some functions which are reserved to Full Council by law, which includes the Council's budget and policy framework. Council appoints the Lord Mayor, the Leader of the Council and statutory officers. It also approves the Council's Constitution and makes appointments to committees and to external bodies. Full Council is also the forum for political debate and for holding decision makers to account through questions from the public and elected Members and for participation and people bringing issues to the Council, such as by presenting petitions.

#### **Executive**

In the existing model of governance adopted by Sheffield City Council, the Executive of the Council is responsible for most day to day decisions. These decisions are the responsibility of the Leader, individual Cabinet Members and Cabinet or are delegated to officers or other bodies. The Cabinet comprises the Council Leader and up to nine other councillors appointed as Executive Members by the Leader. The Leader and Cabinet have to make decisions in line with the Council's overall policies and budget.

The Leader's Scheme of Delegation sets out the allocation of executive functions by the Leader. The scheme reserves specific decisions to Cabinet or a Committee of Cabinet. Other decisions are reserved to individual Cabinet Members and to the extent that a matter is not reserved, it will fall to an officer to decide, namely the Chief Executive, or an Executive Director. Each Executive Director will have a Scheme of Delegation within their portfolio.

If the outcome of the governance referendum is for the Council to retain a Leader and Cabinet model, it is proposed to make some changes to enhance the existing Leader and Cabinet model of governance and in order to implement in practice the governance principles agreed by Full Council in January 2020. This model is illustrated in the diagram appended to this report.

### 3.2.2 **Proposals and governance principles**

As referred to later in this report, an enhanced Leader and Cabinet model of governance would include strengthened **locality arrangements** which work effectively alongside, and feed into, citywide decision making processes.

### 3.2.3 **Pre-decision scrutiny**

A new Policy Development and Performance Committee will strengthen the current arrangements. It will look at decisions before they are made by Cabinet to give an opportunity to bring a different perspective, challenge assumptions and look at other issues such as risk. The Committee will be part of the authority's formal overview and scrutiny arrangements and will be able to commission other Scrutiny Committees to undertake more detailed work on issues as required.

The Policy Development and Performance Committee would replace the Overview and Scrutiny Management Committee which is currently part of the decision making structure. The Committee is also likely to meet with greater frequency. The other existing thematic Scrutiny and Policy Development Committees, namely, Children, Young People and Family Support, Economic and Environmental Wellbeing, Healthier Communities and Adult Social Care; and Safer and Stronger Communities, would be retained.

### 3.2.4 **Forward Planning**

The Council will produce and publish a rolling 12 month **forward plan** of the strategic or operational decisions which the Council knows it is going to be taking, so it is clear to the public what decisions we are planning to take, when they will be taken and, who will be taking them. It is inevitable that decisions will need to be added to the plan at shorter notice but these will be added as soon as they are known.

The Council is required to publish details of Key Executive Decisions to be taken by the Cabinet, Individual Cabinet Members or Executive Directors/Directors in 28 days and beyond. This is required by Section 9 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

3.2.5 As in a committee system, the Audit and Standards Committee will regularly look at matters relating to **ethical standards** to help underpin the Council's governance.

### **3.3 A Committee System**

In a committee system, decision-making authority comes from Full Council. The Council can delegate its functions to committees or officers. Committees can also appoint and delegate to sub-committees, and a committee or a sub-committee can delegate to an officer. Decisions may not, however, be delegated to an individual councillor in a committee system. Local authorities with a committee system may have separate overview and scrutiny committees, but they are not required to. However, the arrangements have to include a way of scrutinising health services, and crime and disorder matters.

#### **3.3.1 Full Council**

In a committee system, the Full Council and committees make all the decisions and may delegate to officers. There are some functions, which are reserved to Full Council by law, which includes the Council's budget and policy framework. Council also appoints the Lord Mayor, the Leader and statutory officers. It also approves the Council's Constitution and makes appointments to committees and to external bodies. Full Council is also the forum for political debate and for holding decision makers to account, including through questions from the public and elected Members and for participation and people bringing issues to the Council, such as by presenting petitions.

Because Full Council has a slightly different role in a committee system, there may need to be some changes to the structure and format of Full Council meetings. These will be considered as part of the implementation process described at section 4 below.

#### **3.3.2 Policy and Strategy**

A politically proportionate Policy and Strategy Committee, chaired by the Leader of the Council and including the chairs of the thematic committees, would be established. This committee would have authority to make decisions within the parameters established by Full Council.

In summary, the committee would be responsible for:

- Setting the overall direction of the organisation
- Proposing the Thematic Committees and changes to the scheme of delegation for approval by Annual Council
- Strategic decisions with substantial implications for the city and its communities
- New policy or strategy that affects the authority as a whole or a substantial part of it
- Considering issues affecting the whole organisation (including human resources, ICT etc.)
- Budget and capital programme recommendations and budget monitoring
- Performance management
- External Relationships and Partnerships e.g. Sheffield City Region, major contractual decisions above a specified financial threshold and/or impacting on the size, structure or autonomy of the Authority e.g. insourcing/outsourcing and partnering arrangements

### 3.3.3 **Themed Committees**

It is proposed to establish individual committees based around specific themes or areas of work. These committees will be responsible for developing policy and strategy for their area and for operational or implementation decisions. The committees would also be politically proportionate. Each committee would have authority to make decisions within the parameters established by Full Council. The themes are likely to reflect the current Cabinet Portfolios and therefore there may be up to 9 committees

In summary, these committees would be responsible for:

- Developing policy and strategy within their area of responsibility (although with decision making on these resting with the Policy and Strategy Committee)
- Implementing and making decisions within the agreed strategy
- Performance management and budgetary oversight within their area
- Scrutiny and investigating issues of concern within their areas
- Establishing sub-committees for particular issues within their areas

### 3.3.4 **How will decisions be made?**

The Policy and Strategy Committee would set the overarching direction of the Council and individual strategies, plans and policies would be developed by the themed committees and then considered by the Policy and Strategy Committee to make sure they fit with the Council's overall strategies and direction. Themed committees will implement strategy and make decisions that are within their particular remits. This model is illustrated in the diagram appended to this report.



### **3.3.5 Scrutiny**

In a committee system, the statutory scrutiny functions - currently crime and disorder, flooding risk, and health services functions - would be performed either by a separate scrutiny committee or by one or more of the committees. The principle of being able to 'call in' decisions will be included in the process and written into a new constitution.

### **3.3.6 Regulatory Decisions**

It is proposed that existing regulatory committees and sub committees would not be substantially changed by a move to a committee model of governance. A separate Planning and Highways Committee and separate Licensing Committee and sub-committee would continue to be in place to deal with decisions on those matters within their remit.

Policy decisions relating to Planning and Licensing matters would be dealt with by the Policy and Strategy Committee.

### **3.3.7 Officer decisions**

Operational decisions by council officers would be made as set out in schemes of delegation approved by Full Council and the scope of officer decisions will be the same as it is in the existing Leader and Cabinet model of governance in order to fulfil the governance principles.

### **3.3.8 Urgent Decisions**

A mechanism would also be developed to deal with matters which are urgent but which are not a matter of extreme urgency. It is proposed that a committee is established to deal with urgent matters in line with the principles adopted by Full Council.

A procedure will be established for the Chief Executive to deal with matters of extreme urgency in certain circumstances and which would be set out in the Constitution. This is to make sure the Council can fulfil its role in an emergency situation under the Civil Contingencies Act 2004.

At present, Part 7 of the Leader's Scheme of Delegation sets out provisions in cases of extreme urgency. It includes steps that should be taken by the Chief Executive as regards expenditure and reporting the action taken to the appropriate Cabinet Member.

### **3.3.9 Schemes of Delegation**

The terms of reference for all Committees and sub committees will be set out in the Council's Constitution. Schemes of delegation, to be approved by Full Council, will set out how decisions will be made by committees and by Council officers.

### 3.3.10 How the proposals meet the governance principles

As referred to later in this report, a committee system of governance would include strengthened **locality arrangements** which work effectively alongside, and feed into, citywide decision making processes.

The Council will produce and publish a rolling 12 month **forward plan** of the strategic or operational decisions which the Council knows it is going to be taking, so it is clear to the public what decisions we are planning to take, when they will be taken and, who will be taking them. It is inevitable that decisions will need to be added to the plan at shorter notice but these will be added as soon as they are known.

The Audit and Standards Committee will regularly look at matters relating to ethical standards to help underpin the Council's governance, as in the current system.

A committee system will include a Policy and Strategy Committee and themed Committees as well as regulatory and other committees which will involve all councillors and enable them to influence decision making. The themed committees will be responsible for implementing the budget and policy framework agreed by Full Council and decisions must be in line with the Council's overall policies and budget. The themed committees will have responsibility for most day-to-day decisions.

The committees will have delegated authority to make decisions within the parameters set by Full Council and this will be set out in the Constitution.

Full Council will decide the extent to which decisions are delegated to committees and to Council Officers.

It will be the responsibility of a Policy and Strategy Committee to make sure the decision making structure is co-ordinated and to enable a joined up approach to tackling issues which need the involvement of a number of organisations in the city and to strengthen our ability to work with our partners.

The Council's representation on partnerships and external bodies will be decided by Full Council. It will be important to make sure there is a clear approach to bringing matters back into the Council decision making structure for consideration as appropriate. This will ensure that our approach is properly co-ordinated and aligns with the Council's wider objectives, policies and priorities.

As referred to above, a mechanism, will be included in the decision making structure for making urgent decisions openly and transparently.

### 3.4 **Other Committees**

Other existing committees would be retained in either model of governance, including:

- Admissions Committee
- Appeals and Collective Disputes Committee
- Audit and Standards Committee
- Senior Officer Employment Committee

### 3.5 **Joint Arrangements**

Established Joint Committees such as the Joint Commissioning Committee with the Clinical Commissioning Group will continue within either system, the appointments within a Cabinet model are made by Cabinet whereas in a Committee system the appointments will be made by Full Council.

### 3.6 **Health & Wellbeing Board**

The Sheffield Health and Wellbeing Board is established under the Health and Social Care Act 2012 as a statutory committee of Sheffield City Council. It operates as a multi-agency board of equals. The normal political proportionality rules for committees are dis-applied by the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.

## 4. **Further Work**

- 4.1 If the Council changes the way it is governed and adopts a committee system, the Council will have a period of one year to implement the change. During that implementation period, the Constitution and supporting documents will be rewritten and developed in conjunction with Members of the Council and these would be subject to approval by Full Council.
- 4.2 In line with the governance principles, the decision making structure will include a body to look at corporate governance and to oversee and periodically review the effectiveness of our governance arrangements. The Corporate Members Group, which includes representatives from all of the political groups on the Council is established within the Council's present structure.
- 4.3 At its meeting on 8 January 2020, Council also resolved that following the referendum, the Overview and Scrutiny Management Committee will provide cross party oversight of the development of the new governance arrangements prior to their implementation.
- 4.4 Issues which will need to be decided in more detail include the following:

- The terms of reference of the committees and sub committees
- How the public will participate in a new or enhanced model, for example, by asking public questions and submitting petitions, and how we will engage with people and communities as part of the decision making process
- How a new governance structure will work with partners and partner organisations
- Committee sizes and frequencies
- How the budgetary framework will work
- Other work to implement in practice the principles adopted by Council at its meeting on 8 January 2020.

## 5. **Access to Information**

- 5.1 Part 4 of the Council's Constitution sets out Access to Information Procedure Rules which apply to meetings of the Council, its Committees, Overview and Scrutiny and Policy Development Committees, Area Committees, the Audit and Standards Committee and Regulatory Committees and to the Executive.
- 5.2 These rules would need to be reviewed following a change in governance arrangements to ensure they not only fulfil our statutory obligations but also support the Council to meet the ambition that it is a trusted organisation, where decisions are taken in an open and transparent way and accountability is clear.

## 6. **Political proportionality**

- 6.1 The political balance requirements of the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990 apply, with some limited exceptions, to any committees and sub-committees established under the Constitution. The allocation of seats on committees must be in the same proportion as that in which the council as a whole is divided.
- 6.2 The political balance rules do not apply to the Executive (Cabinet) or the Shadow Cabinet, nor the Licensing Committee (although past and existing practice has ensured that it is politically balanced). In addition, any formal Area Committees established under the Local Government Act 2000 or otherwise meeting the criteria set out in regulation 16A, are similarly exempted. Those criteria are briefly that the area committee discharges functions of the authority or advises the authority (or a committee of it) only in respect of part of the area of the authority, and all the voting members of it who are council members have been elected to wards wholly or partly within that part of the area.

## 7. **Consultation and Engagement**

- 7.1 Significant engagement activity to help inform the development of these proposals has taken place with the people of Sheffield. This has been through two main routes – firstly the work of the Overview and Scrutiny Management Committee in developing the principles which these proposals are based on, and secondly the work of the ongoing Big City Conversation.

- 7.2 As part of the Overview and Scrutiny Management Committee exercise referred to above, members of the public and interested stakeholders were asked to contribute evidence to the committee. Over 600 individuals and institutions responded to this call for evidence, all of which was considered by the committee. A number of individuals who submitted written evidence, as well as a range of stakeholder groups were also asked to provide oral evidence to the committee. Additionally, the committee undertook a number of fact-finding visits to other councils that had implemented changes in governance. All of this information was taken into account by the committee when developing their principles to be taken into account within these proposals.
- 7.3 Furthermore, through the Big City Conversation almost 3,000 Sheffield people from across the city have provided their views about their current involvement in local decision making, about both the extent to which and how they would wish to get involved in issues that affect them in future. Although the Big City Conversation survey has not yet concluded, interim results were provided to Full Council at its January meeting, and indicated that although a minority of people get involved in local decisions at the moment, a large majority would wish to be involved, particularly where the decision affects them or their community. People indicated that they were, however, sceptical about the extent to which their involvement currently has significant influence over the eventual decision taken.
- 7.4 Additionally, people have provided information about a wide range of other issues and have been able to feed through other points in relation to governance and decision making. Events have taken place across the city to gauge people's views, as well as an independently facilitated Town Hall event focused exclusively on the questions of governance. The output from this was submitted as evidence to the OSMC enquiry and the independent chair gave evidence as part of the committee's evidence gathering work.
- 7.5 A full report on the Big City Conversation will be prepared and presented to Elected Members after the close of the survey on 14 February 2020.

## 8 **Legal Implications**

- 8.1 The legal implications of this decision are largely set out within the report. The permitted forms of governance for local authorities and the mechanism for changing the governance system are set out in Part 1A of the Local Government Act 2000 and regulations made under that part. The Petitions Regulations require a local authority which receives a valid petition to hold a referendum as prescribed in the regulations, on whether the authority should have a relevant type of governance arrangement (in this case a committee system). The question to be asked in, and the conduct of, the referendum are prescribed by the Local Authorities (Conduct of Referendums) (England) Regulations 2012. If the result of the referendum is to approve the proposals the authority must implement them, if the result is to reject them the authority may not implement them and must continue to operate the existing form of governance.

8.2 There is no obligation to establish a scrutiny committee under a committee system but the local authority must make arrangements to carry out its statutory scrutiny functions (health under S244 of the National Health, Service Act 2006, crime and disorder under S19 of the Police & Justice Act 2006, and flood risk management under Section 9JB of the Local Government Act 2000). The Council may however resolve to establish one or more overview and scrutiny committees and if it does so then the requirements set out in the Local Authorities (Committee System) Regulations 2012 apply. The powers that a scrutiny committee must be given are set out in the body of the report.

## 9. **Financial Implications**

9.1 The cost of the democratic process is currently funded by the Council's General Fund budget. The main cost drivers are the size of the committees and the officer resource required to support Members both through providing secretarial support to the committee and briefing the members of the committee. If the number and frequency of the Committee model meetings were such that no additional officer resource were required the change might be cost neutral subject to paragraph 9.2 below.

9.2 Chairs of committees are entitled to allowances in addition to that paid as councillors in respect of their ward duties. The scale of the allowance is determined by the Independent Remuneration Panel. The total cost of the allowances is directly comparable under the two systems as it is a variable cost paid per Chair. A unit cost per committee meeting is an artificial figure and may not be indicative of the total cost to the Council if the level of activity changed (because some costs are fixed in nature and would not change if more meetings were to be held).

9.3 Based on current portfolios, a Committee model would have nine themed committees and a Policy and Strategy Committee. The enhanced Leader and Cabinet model would have Cabinet, a Policy Development and Performance Committee and four Scrutiny and Policy Development Committees.

9.4 Changes to the operation of the Council's decision making arrangements would be looked at by the Independent Remuneration Panel as part of a review of the Council's Members' Allowances Scheme. The recommendations of the Panel will be considered by Full Council before new arrangements are put in place and at that point there should be sufficient clarity on the scale of the to calculate financial implications of the proposed arrangements.

## 10. **Equality of Opportunity Implications**

An initial Equalities Impact Assessment (EIA) has been undertaken and has not found any positive or negative equalities impacts associated with either proposal but the EIA will be kept under review during the remainder of this process.

11. **Recommendations**

That Council recommends to Cabinet the following:

1. proposals for an enhanced Leader and Cabinet governance model; and
2. proposals for a committee system of governance to be published before a referendum, as set out in the report.

**Executive Director, Resources**

## Appendix 1 Summary of Overview & Scrutiny Management Committee Recommendations

| <p>SCC...is a trusted organisation where decisions are taken in an open and transparent way, and accountability is clear.</p>  | <p>SCC... is a council where all councillors are involved in and able to influence decision making</p>  | <p>SCC...engages, involves and listens to citizens, communities and partners</p>  | <p>SCC...has a modern and responsive approach to governance which reflects the increasingly complex policy making environment</p>   | <p>SCC...is a reflective council that is committed to continuously improving governance</p>  |
|--|---|---|---|--|
| <p><b>Governance Principles</b></p> <ul style="list-style-type: none"> <li>• A commitment to <b>openness and transparency</b> must run through our decision making structure with a <b>comprehensive forward planning</b> of decisions and clear decision making reports.</li> <li>• <b>Scrutiny should be strengthened in any future decision making structure</b> – we must be held accountable for the decisions that we take, and embrace challenge to ensure we're getting the best outcomes for Sheffield</li> <li>• Our governance should be underpinned by a <b>commitment to the highest ethical standards as set out in the Nolan Standards on Public Life</b></li> </ul> <p><b>How we do business</b></p> <ul style="list-style-type: none"> <li>• We need to take a more <b>creative approach to communicating about how decision making in the Council works</b> – how decisions are made, what those decisions are and what they mean for the city.</li> </ul> | <p><b>Governance Principles</b></p> <ul style="list-style-type: none"> <li>• Our decision making structure should create <b>channels for all 84 Councillors to be involved in, and influence decision making.</b></li> <li>• Our decision making structure should be underpinned by <b>effective ways of working with local communities.</b></li> <li>• Our decision making structure must <b>not inappropriately increase delegations to officers.</b></li> <li>• Our decision making structure needs to balance between <b>time spent in formal decision making meetings in the Town Hall against working with and in communities.</b></li> </ul> <p><b>How we do business</b></p> <ul style="list-style-type: none"> <li>• Role of Full Council – should be reviewed in the light of changes following the referendum</li> <li>• Ensure that the appropriate support, training and skills development is available for Councillors on an ongoing basis.</li> </ul> | <p><b>Governance Principles</b></p> <ul style="list-style-type: none"> <li>• The issues people care about are often local in nature. Our decision making structure needs to include channels through which people, communities and partners can work with local councillors about what is important to them.</li> <li>• We need to <b>strengthen locality arrangements</b> based on the findings of the Big City Conversation and ensure that these arrangements work effectively alongside, and feed into, citywide decision making processes.</li> </ul> <p><b>How we do business</b></p> <ul style="list-style-type: none"> <li>• We must ensure that a commitment to meaningful community engagement, involvement and consultation runs through the organisation.</li> <li>• We need to constantly demonstrate how engagement activity is shaping decision making.</li> <li>• We need to make it <b>as easy as possible for people to engage with us</b> – with clear, consistent, accessible communication about what the Council is doing.</li> </ul> | <p><b>Governance Principles</b></p> <ul style="list-style-type: none"> <li>• Our decision making structure must avoid silo working, and enable a <b>joined up approach to tackling issues which need the involvement of a number of organisations in the city..</b></li> <li>• Our decision making structure <b>needs to have a mechanism for making urgent decisions</b> openly, transparently and effectively engaging elected councillors.</li> <li>• Our decision making structure <b>needs to strengthen our ability to work with our partners</b> in a complex policy environment, and enable us to take a lead on key issues facing the city and the citizens of Sheffield.</li> </ul> <p><b>How we do business</b></p> <ul style="list-style-type: none"> <li>• We need to improve the information we provide about how decision making happens across the City as a whole and how partnerships and structures interconnect.</li> </ul> | <p><b>Governance Principle</b></p> <ul style="list-style-type: none"> <li>• We need to be clear about what we are trying to achieve through our governance arrangements, and build in measures to assess whether it is working.</li> <li>• We need to identify a forum that enables us to reflect, on an ongoing basis, on whether our governance systems are working as anticipated, and if changes need to be made.</li> </ul> <p><b>How we do business</b></p> <ul style="list-style-type: none"> <li>• We need to establish a process of continuous engagement so that Members, partners and citizens can give a view on how the system is working.</li> </ul> |



## **Diagrams**

- 1. Enhanced Leader and Cabinet**
- 2. Committee System**

This page is intentionally left blank