



Report to Strategy & Resources Committee

24 January 2023

Report of: Director of Legal and Governance

Subject: Committee Work Programme

Author of Report: Craig Rogerson, Principal Democratic Services Team Manager

Summary:

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

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

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

- Questions from the public (where notified sufficiently in advance)
- Petitions to this committee, including those referred from Council
- References from Council or other committees (statements formally sent for this committee's attention)
- A list of issues, each with a short summary, which have been identified by the Committee or officers as potential items but which have not yet been scheduled (the source of the items is specified)

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

Recommendations:

1. That the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;
2. That consideration be given to the further additions or adjustments to the work programme presented at Part 2 of Appendix 1;
3. That Members give consideration to any further issues to be explored by officers for inclusion in Part 2 of Appendix 1 of the next work programme report, for potential addition to the work programme; and
4. that the referrals from Council (petition and resolutions) detailed in Section 2 of the report be noted and the proposed responses set out be agreed.

Background Papers: None

Category of Report: Open

COMMITTEE WORK PROGRAMME

1.0 Prioritisation

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

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

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

2.0 References from Council or other Committees

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

Issue	Adopting the All-Party Parliamentary Group (APPG) on British Muslims' Definition of Islamophobia
Referred from	Council 14/12/22
<i>Details</i>	Minute Extract: (3) the Strategy and Resources Policy Committee should consider if this definition of islamophobia, and the supporting guidelines, is incorporated as part of its on-going work into the Race Equality Commission; and (1) requests that the Strategy and Resources Policy Committee considers whether to add to its work programme consideration of:-

	<p>(1) working with schools, transport companies, the police force, and other public and private bodies, to tackle Islamophobia at a local level;</p> <p>(2) collaborating with the local Muslim community to challenge Islamophobia and to meet their needs such that they are encouraged and safe to participate in public life;</p> <p>(3) taking further steps to tackle and raise awareness of Islamophobia, such as organising Islamophobia training, holding local events on the issue of Islamophobia, etc.; and</p> <p>(4) working with other local stakeholders such as local MPs to raise awareness of Islamophobia in Parliament and urge the UK Government to adopt the APPG definition of Islamophobia.</p>
Commentary/ Action Proposed	It is recommended that a report on the issues raised be submitted to a future Strategy and Resources Policy Committee meeting.
Issue	Moving Towards An Ethical Debt Collection Policy and Ending The Use Of Bailiffs
Referred From	Council 14/12/22
Details	<p>Minute Extract:</p> <p>(u) requests that the Strategy and Resources Policy Committee considers whether to add to its work programme consideration of what an ethical debt collections policy could mean in Sheffield, including, but not limited to:-</p> <ul style="list-style-type: none"> • Payment Flexibility • Greater discretionary support • Identifying Vulnerable households and data sharing between departments • Establishing whether or not residents can afford repayments • Ensuring everyone in debt is given free local debt advice • Removing in year collections targets • Having an irrecoverable debt policy which mitigates for that fact that a percentage of debt will not be recovered • Ending Bailiff use • Starting open communication with Hammersmith and Fulham Council to get feedback on how their policy is having a positive effect on the council's finances and the wellbeing of their residents • Creating a targeted approach to tax collection, as has been trialled in Lewes District Council and Eastbourne Borough Councils, to identify residents who are genuinely struggling to pay their debts versus those who have the ability to pay

	<ul style="list-style-type: none"> • Working closely with mental health services to provide additional assistance to people with mental health needs who are in council tax arrears • Working with the Citizens Advice Bureau to re-establish self-referral and face to face support for complex debt • Fully implementing the Stop the Knock campaign's "Six Steps for Local Authorities", which consist of:- <ul style="list-style-type: none"> (i) making a clear public commitment to reduce the Council's use of bailiffs over time; (ii) reviewing the Council's signposting to free debt advice, including phone/online channels; (iii) adopting the Standard Financial Statement to objectively assess affordability; (iv) putting in place a formal policy covering residents in vulnerable circumstances; (v) exempting Council Tax Support recipients from bailiff action; and (vi) signing the Council Tax Protocol and reviewing the Authority's current practice against the 'Supportive Council Tax Recovery' toolkit.
Commentary/ Action Proposed	The Strategy and Resources Policy Committee will commission a review of the matters raised by the resolution of Full Council on 14th December 2022. The findings of that review and any recommendations for operational and/or policy changes will be reported back to the Committee for consideration and approval.

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
None to report		

Appendix 1 – Work Programme

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

New Items	Proposed Date	Note
Essential Compliance and Maintenance Asset Management Plan	Finance Sub-Committee 21/2/23	To make members aware of the issues being faced across the estate and the associated risks, such as non-compliance with legal standards and possible building closures due to unsafe conditions. To allow investment in our estate to be prioritised in such a way as to minimise disruption and ensure issues are resolved in a timely manner and funds are allocated in accordance with the prescribed framework.
Purchasing Electricity from Renewable Sources	S&R 15/3/23	Proposal that the Council consider its policy of purchasing certificates through the Renewable Energy Guarantees of Origin (REGO) scheme.
Direct Services – Contract Procurements	S&R 24/1/23	Proposal to engage with external contractors to provide services in support of internal services within Direct Services
Further Report on Fargate Shipping Containers	S&R 24/1/23	To bring forward a further paper for decision in January once an options appraisal has been produced with proposals on the use of the containers
Family Hub & Start for Life Programme	S&R 24/1/23	Over the next 3 years Sheffield will receive around £5million to transform and align its current Family Centre model with the Family Hub model framework, improve the universal Start for Life offer (0-2yrs) and transform family support (0-19 – 25 SEND).
Amended Items	Proposed Date	Note
Centre for Child Health Technology	Finance Sub-Committee 21/2/23	Moved from 4/1/23 to 21/2/23 meeting.
Response to the Peer Review	S&R 15/3/23	Moved from 24/1/23 as LGA report only recently received.
Low Traffic Neighbourhood Schemes Review	S&R 15/3/23	Moved from 24/1/23

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

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

Topic	

Description	
Lead Officer/s	
Item suggested by	<i>Officer, Member, Committee, partners, public question, petition etc</i>
Type of item	<i>Referral to decision-maker/Pre-decision (policy development/Post-decision (service performance/ monitoring)</i>
Prior member engagement/ development required <i>(with reference to options in Appendix 2)</i>	
Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 3)</i>	
Lead Officer Commentary/Proposed Action(s)	

Part 3: Agenda Items for Forthcoming Meetings

Meeting 6	Tuesday 24 January	Time				
Topic	Description	Lead Officer/s	Type of item	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date)
Further Report on Fargate Shipping Containers	To bring forward a further paper for decision in January once an options appraisal has been produced with proposals on the use of the containers	Ben Brailsford ,	Decision			<ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer

Capital Approvals Month 8		Tony Kirkham / Damian Watkinson	Decision			This Committee
Council Budget 2023/24		Tony Kirkham	Decision			
Corporate Performance Report	Six monthly overview of performance against the organisation's key priorities	James Henderson/ Nicola McHugh	Decision	None	None	This Committee
Direct Services – Contract Procurements	Proposal to engage with external contractors to provide services in support of internal services within Direct Services	Tom Smith	Decision	None	None	This Committee
Family Hub & Start for Life Programme	Over the next 3 years Sheffield will receive around £5million to transform and align its current Family Centre model with the Family Hub model framework, improve the universal Start for Life offer (0-2yrs) and transform family support (0-19 – 25 SEND).	Helen Lomas/Greg Fell	Decision	Communities Parks and Leisure Committee decision to apply for Trailblazer Status for Family Centres and Start for Life (June 2022.) Update at Communities Park & Leisure committee – Oct 22 The sign-up application was then completed	We will facilitate necessary changes in branding, ensuring virtual marketing and physical signage and resources will be updated reflecting our involvement with the Family Hub programme in readiness to publish our Start for Life Offer. We will develop parental participation opportunities in the 7 Locality Areas (in alignment with LAC	This Committee

				by key Chief Officers and identified Elected Members MOU signed 13th October 2022	geographical boundaries) and set up our Parent Carer Panel function, providing clear and enhanced opportunities for families to be involved in the design of Family Hubs and the services they deliver.	
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> 					

Meeting 7	Wednesday 15 March	Time				
Topic	Description	Lead Officer/s	Type of item	(re: decisions) Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	(re: decisions) Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date)
			<ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 			<ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer

Budget Monitoring Month 10		Tony Kirkham / Jane Wilby	Decision			This Committee
Capital Approvals Month 10		Tony Kirkham / Damian Watkinson	Decision			This Committee
Local Plan ahead of submission to Government		Michael Johnson/Simon Vincent	Decision	Member Working Group/Sub Committee & full committee briefings	<i>This stage will be post public consultation.</i>	Full Council
Low Traffic Neighbourhood Schemes Review	Report setting out current and recently completed Low Traffic Neighbourhood Schemes with a brief overview of any delivery issues (including local resident engagement) and recommending scope for a review by the TRC Policy Committee on how the implementation of these schemes may be improved in the future	Tom Finnegan-Smith	Decision			This Committee/Proposal to TRC Policy Committee
Response to the Peer Review		James Henderson	Decision			This Committee
Civic Honours	To bring forward a further paper for decision.	James henderson/ Jason Dietsch	Decision			This Committee

Purchasing Electricity from Renewable Sources	Proposal that the Council consider its policy of purchasing certificates through the Renewable Energy Guarantees of Origin (REGO) scheme.	Tom Smith	Decision	None	None	This Committee
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> 					

Meeting 1 (23/24)	TBC May/June 2023	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Budget Monitoring Month		Tony Kirkham / Jane Wilby	Decision			This Committee

Capital Approvals Month		Tony Kirkham / Damian Watkinson	Decision			This Committee
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> 					

Finance Sub-Committee

Meeting 6	Tuesday 21 February	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Budget Monitoring	Latest Revenue and Capital Monitoring	Tony Kirkham	Decision			This Committee
Capital Approvals		Damian Watkinson	Decision			This Committee
Centre for Childhealth Technology	Agreement for the development of the Centre for Childhealth Technology	Alan Seaman/ Neil Jones	Decision	Written Briefing	TBC	This Committee

Essential Compliance and Maintenance Asset Management Plan	<p>To make members aware of the issues being faced across the estate and the associated risks, such as non-compliance with legal standards and possible building closures due to unsafe conditions.</p> <p>To allow investment in our estate to be prioritised in such a way as to minimise disruption and ensure issues are resolved in a timely manner and funds are allocated in accordance with the prescribed framework.</p>	Tom Smith	Decision			This Committee
Levelling Up Fund Round 2	Decision to accept Grant Funding (subject to outcome of bid)	Tammy Whitaker	Decision	Written briefing	TBC	Finance Sub (referenced in Transport, Regeneration and Climate Committee)
Land at Allen Street	Decision for the disposal of Land at Allen Street	Tammy Whitaker	Decision			This Committee

Rural Estate Management Plan	Agreement of Estate Management Plan for Council's rural land holdings	Tammy Whitaker	Decision	All Committee Briefing	TBC	This Committee
Vehicle Replacement Programme		Tom Smith/ Michael Hague	Decision			This Committee

Meeting 7	Tuesday 22 March	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> Decision Referral to decision-maker Pre-decision (policy development) Post-decision (service performance/ monitoring) 	(re: decisions) Prior member engagement/ development required	(re: decisions) Public Participation/ Engagement approach	Final decision-maker (& date) <ul style="list-style-type: none"> This Cttee Another Cttee (eg S&R) Full Council Officer
Budget Monitoring	Latest Revenue and Capital Monitoring	Tony Kirkham	Decision			This Committee
Capital Approvals						
Parkwood Springs	Decision on redevelopment of the former ski village	Tammy Whitaker/ Alan Seaman	Decision	Written briefing	TBC	This Committee
Heart of the City Update	Update on the progress and financing of the Heart of the City Programme	Tammy Whitaker	Decision			This Committee

Meeting 1 (23/24)	TBC June 2023	Time				
Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Budget Monitoring Month		Tony Kirkham / Jane Wilby	Decision			This Committee
Capital Approvals Month		Tony Kirkham / Damian Watkinson	Decision			This Committee
Standing items	<ul style="list-style-type: none"> • <i>Public Questions/ Petitions</i> • <i>Staff Retirements</i> • <i>Work Programme</i> • <i>[any other committee-specific standing items eg finance or service monitoring]</i> 					

Items which the committee have agreed to add to an agenda, but for which no date is yet set.

Topic	Description	Lead Officer/s	Type of item <ul style="list-style-type: none"> • <i>Decision</i> • <i>Referral to decision-maker</i> • <i>Pre-decision (policy development)</i> • <i>Post-decision (service performance/ monitoring)</i> 	<i>(re: decisions)</i> Prior member engagement/ development required <i>(with reference to options in Appendix 1)</i>	<i>(re: decisions)</i> Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 2)</i>	Final decision-maker (& date) <ul style="list-style-type: none"> • This Cttee • Another Cttee (eg S&R) • Full Council • Officer
Moving Towards An Ethical Debt Collection Policy and Ending The Use Of Bailiffs	Response to Council Resolution of 14/12/22	Tin Hardie	Referral from Council			
Adopting the All-Party Parliamentary Group (APPG) on British Muslims' Definition of Islamophobia	Response to Council Resolution of 14/12/22	James Henderson/ Adele Robinson	Referral from Council			
Tackling the Stigma of Menopause and Period Poverty	Response to Council Resolution of 2/11/22 to be submitted within 3 months.	James Henderson/ Adele Robinson	Referral from Council			
City Strategy		James Henderson / Diana Buckley	Referral to decision-maker		Significant engagement activity with partners and communities underway	Full Council?

Approach to Engagement and Involvement		James Henderson	Decision			
Serviced Tenancies	Policy for the ongoing use of serviced tenancies and decision on future management and use and retention/disposal of associated properties	Tammy Whitaker/ Nathan Rodgers	Pre- decision policy development	All Committee briefing		
Operational Depot Strategy	Strategy for optimisation of Council's operational depots and decision on future management and use and retention/disposal of associated properties	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		
Locality Accommodation	Accommodation Strategy for locality based working and optimisation of Council's operational property portfolio. Decision on future management use/disposal and	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		

	investment in locality property					
Community Buildings and concessionary lettings	Policy for Community Buildings operated by SCC and let to third party groups including sessional lettings	Tammy Whitaker/Nathan Rodgers	Pre- decision policy development	All Committee briefing		
UDV Phase 1, Loxley, "adoption" of Flood Defences (Early 2023)	On completion of Loxley scheme we will inherit a number of flood walls in the public highway, these will need to be integrated into Amey's contracts	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee
Blackburn Brook, Ecclesfield/Whitley Brook Flood improvements works OBC (Spring 2023)	On SYMCA Priority Flood Programme. OBC for works around flood risk areas in Ecclesfield Park. Collaboration with Parks over improvements to park, potential habitat and amenity benefits. Highway works to culverts. Partnership funding: Flood Risk Grant, SCC, Environment, Highway	Tom Finnegan-Smith / James Mead	Pre-decision	Facilitated policy development workshop	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee which Committee gets briefed/involved in the policy development?

	benefits, Strategic Mandate likely to be required					
Sheaf & Porter Flood Defence Project OBC (Summer 2023)	On SYMCA Priority Flood Programme. Potentially contentious options of parkland flood storage including Endcliffe park and Beauchief Golf Course, consultation in advance of OBC will be required. To be scoped Summer 2022, likely to need to brief committee late 2022?	Tom Finnegan-Smith / James Mead	Pre- decision policy development	Facilitated policy development workshop	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee – which Committee gets briefed/involved in the policy development?
Contact Centre Performance	Referred from Audit and Standards Committee	Ajman Ali	Post Decision			This committee
Levelling Up Prospectus	Prospectus setting out Sheffield's Levelling Up ambitions	Kate Martin	Decision or pre decision policy development			Finance Sub
Confirm System Re-contract		Jessica Kavanagh				
Continuing funding for volunteer run libraries 2022 2023		Nick Partridge	Decision			

Workforce Strategy (from 6-9 months time)		Mark Bennett				
Future of Finance Systems		Tony Kirkham				
Future of Revs and Bens System		Tony Kirkham				
Digital Strategy (from 6-9 months time)		Mike Weston	<ul style="list-style-type: none"> <i>Pre-decision (policy development)</i> 			This Committee
Funding of Legal Services (6 months time)		David Hollis				
Change Programme (including review of 4 Change Projects)		David Hollis				
Castlegate	Disposal of Market Tavern and Mudfords	Alan Seasman	Decision	Written briefing	TBC	This Cttee
Barkers Pool Building	Decision on future of site	Tammy Whitaker	Decision	Written briefing	TBC	This Cttee - also referenced in Transport, Regeneratio n and

						Climate Committee
Land at Allen Street	Disposal of land at Allen Street	Alan Seasman	Decision	Written Briefing	TBC	This Cttee
Clough Dike, Deepcar, capital works, strategic mandate for direct SCC contribution	Currently significant ongoing revenue cost of emergency pumping, permanent capital solution a priority. OBC to Env Agency for Flood Risk GiA will be required to be matched by SCC funds. Highway and Parks collaboration needed	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee
Carbrook, Capital maintenance, Business cases (SCC & Env Agency)	Env Agency & SCC business cases for partnership funding to be submitted	Tom Finnegan-Smith / James Mead	Referral to decision maker	TBC	TBC	Strategy and Resources Committee - also referenced in Transport, Regeneration and Climate Committee

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

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

All agenda items will anyway be supported by the following:

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

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

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

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

- Written briefing for the committee or all members (email)
 - All-member newsletter (email)
 - Requests for information from specific outside bodies etc.
 - All-committee briefings (private or, in exceptional cases, in-committee)
 - All-member briefing (virtual meeting)
 - Facilitated policy development workshop (potential to invite external experts / public, see appendix 2)
 - Site visits (including to services of the council)
 - Task and Finish group (one at a time, one per cttee)
- Furthermore, a range of public participation and engagement options are available to inform Councillors, see appendix 3.

Appendix 3 – Public engagement and participation toolkit

Public Engagement Toolkit

On 23 March 2022 Full Council agreed the following:

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

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

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

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

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

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

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