SHEFFIELD CITY COUNCIL
Report to Council

Report of:	Chief Executive
Date:	17th May 2023
Subject:	Six Month Review of New Governance Arrangements
Author of Report:	Laurie Brennan, Head of Policy & Partnerships
	Emily Standbrook-Shaw, Policy & Improvement Officer

Purpose of Report:

This report provides to Full Council the final report and series of recommendations from the Governance Committee's 6 Month Review of Governance Arrangements at Sheffield City Council. The final report also incorporates the findings of the cross-party Member working group on the operation of Full Council. The final report is attached at Appendix 1 and sets out the Governance Committee's findings and recommendations.

Several the Governance Committee's recommendations to Full Council require a change to the Council's constitution.

The report also includes an issue upon which Governance Committee could not reach agreement – the frequency of Full Council meetings in the coming municipal year – and therefore Full Council is asked to reach agreement on the meeting frequency for the year ahead.

Recommendations:

That Full Council is asked to:

A) Agree the final report and recommendations as attached at Appendix 1, comprising recommendations from the 6 Month Review of Governance Arrangements and from the Full Council Working group, namely:

1 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.

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. This should be actioned through the Governance Review Implementation Plan.

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.

4   The lead committee for Children and Young People should have the necessary oversight of the statutory functions of the Director of Children's Services to ensure there is robust political accountability via the Chair of the Education, Children and Families, Policy Committee, as designated Lead Member for Children's Services.

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.

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.

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

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. The other Co-Chair may not attend briefing sessions for Strategy and Resources members unless appointed to that committee in another capacity (including as a substitute member for the specific meeting).

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.

10   Briefing practises must enable all members of a policy committee to be adequately briefed for formal decision making. This should include arrangements for substitute members. 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.

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.

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.

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.

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.

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. Key priorities for the Governance Committee's work programme in 2023/24 should include:
   • Citizen and Stakeholder Engagement (see recommendation 16).
   • Monitoring progress of the Governance Review Implementation Plan
   • Developing a performance framework and metrics, enabling us to measure progress as the Committee System develops further
   • Take a holistic approach to reviewing Committee remits (see section 3.2.3 of the Governance Review Report).

16   Governance Committee sets up task and finish groups to look at:
   a) **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.

   b) **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.

B) *Approve the findings and recommendations of the Governance Review*

C) *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*

D) *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*

E) *Determine the meeting frequency of Full Council municipal year, specifically whether we should either:*

   a. ***retain the current approach of 6 ordinary meetings, plus Annual General Meeting plus Budget Council; or***

   b. ***reduce the number to 4 ordinary meetings, plus Annual General Meeting plus Budget Council.***

Background Papers:
Report to Governance Committee – 10th November 2022 – Planning for the 6 Month Review of Governance Arrangements. Report of the Interim Director of Legal and Governance.

Report to Governance Committee – 9th February 2023 – Governance Review – Engagement Findings and Next Steps. Report of the Interim Director of Legal and Governance, and Director of Policy, Performance and Communications.

Equality Impact Assessment 1153

Category of Report: OPEN

	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, Senior Finance Manager
		Legal: Andrea Simpson, Corporate Governance Lawyer
		Equalities & Consultation: Ed Sexton, Senior Equalities & Engagement Officer.
		Climate: N/A
	Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.	
2	**SLB member who approved submission:**	James Henderson, Director of Policy and Democratic Engagement David Hollis, Interim General Counsel
3	**Committee Chair consulted:**	Cllr. Julie Grocutt, Chair of the Governance Committee Cllr. Sue Alston, Deputy Chair of the Governance Committee Cllr. Christine Gilligan Kubo
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.	
	Lead Officer Name: Laurie Brennan	**Job Title:** Head of Policy and Partnerships
	Date: *11th May 2023*	

1.	**REVIEWING AND IMPROVING OUR COMMITTEE SYSTEM**

1.1	In May 2022, Sheffield City Council moved to a Committee System of Governance. As part of this transition, Full Council agreed that "*the Governance Committee shall conduct a review of the effectiveness of the new system, commencing six months after implementation (November 2022) with a view to provide Full Council with insight into what has worked well, alongside any recommendations.*"

1.2	This 'early look' at the new system provides us with an opportunity to address any issues before they become entrenched, and to identify good practice to share more widely. The review was explicitly not aiming for wholesale redesign of the system, but the start of our commitment to continuous improvement, drawing on collective insight and experience to make the governance model better for citizens, Members and officers.

1.3	Between November 2022, and March 2023, members of the Governance Committee carried out the review, drawing on the collective insight of Members, citizens and officers to understand how the new system was working, and what improvements can be made.

1.4	During the same time period, a parallel piece of work was undertaken by a cross-party working group, led by the Whips, to improve the operation of Full Council. The recommendations from this working group have been incorporated into the Governance Committee's final report.

1.5	The final report of the Governance Committee's Review of Governance Arrangements is attached at Appendix 1 for the Committee's formal approval. The report describes how the review was carried out, and sets out the findings and recommendations for formal approval by the Committee.

2.	**RECOMMENDATIONS FROM THE REVIEW**

2.1	The transition to a Committee System represented a huge change to the way the Council operates, and it was recognised from the start that we would not get everything right first time. Embedding and refining the model, and how we work within it, will take time and constantly evolve and improve over the coming years.

2.2	The recommendations from this review, as detailed above and in the 6 Month Review Report (Appendix 1) are a starting point for building on the progress made to date, and for realising our ambitions for the Committee System to be democratic, open and trustworthy, include all Councillors, listen to everyone, and be forward looking and keep improving.

2.3	At the final Governance Committee meeting, Members could not reach agreement on the frequency of Full Council meetings for the forthcoming municipal year. Accordingly, Members have asked that Full Council

should determine whether Full Council retains the existing meeting cycle (six meetings plus AGM and Budget councils); or reduce the frequency (four meetings plus AGM and Budget councils). This is set out in recommendation E (above).

3.   **RISK ANALYSIS & IMPLICATIONS**

3.1   <u>**Legal Implications**</u>

3.1.1   The Council is required under section 9P to prepare and keep up to date a constitution containing its Standing Orders (Procedure Rules), its Code of Conduct under s 28 of the Localism Act 2011, such information as the Secretary of State may direct and such other information as the authority considers appropriate. The Secretary of State has not directed that any other information should be included, but it is good practice for the constitution to describe the arrangements made by the Council under LGA 1972 s101 for the discharge of its functions, the appointment of its committees under s102 of that Act and the way that it meets other statutory requirements concerning governance arrangements. The constitution must be available to the public and, under the Local Government Transparency Code 2015, be published on the Council's website.

3.1.2   Under the Children Act 2004 the Council must appoint a "director of children's services" with responsibility for various statutory functions relating to children's education, social care (including care leavers), wellbeing, and early childhood services, and must designate a "lead member for children's services" in connection with the discharge of those functions. The appointment of the statutory Director of Children's Services is recorded in the list of Statutory and Proper Officers at Part 7A of the Constitution and the Chair of the Policy Committee with responsibility for Children's Services is designated the Lead Member for Children's Services in Part 2 at Article 7. Minor amendments to the wording of the remit of the Education Children and Families Policy Committee will make it clear that the committee has oversight of these statutory functions and thus strengthen political accountability for them.

3.2   <u>**Financial and Commercial Implications**</u>

3.2.1   The recommendations in this report will be undertaken within existing resources. Activity to implement the recommendations will be prioritised factoring in organisational capacity

3.3   <u>**Equality of Opportunity Implications**</u>

3.3.1   Equality, Diversity and Inclusion was a specific theme in the scope of the review (see section 6 of Appendix 1 of the final report for full

engagement findings). Several areas for improvement were identified through the engagement:

- Consider how we can improve the quality of reports to Policy Committees, including accessibility, and timely publication.
- Ensure the Impact Assessment process is robust, transparent, and applied consistently.
- Ensure Members and Officers are signposted to wellbeing support services that are available through the Council.
- Consider how we can improve the accessibility and readability of reports to policy committees, and ensure they are published in a timely and accessible way.
- Consider how we can make it easier for citizens to a) know what is happening in Policy Committees and b) get involved.

Actions to address these issues are underway through the Governance Review Implementation Plan (see appendix 2 of the Governance Review Report).

Retaining the job-share Co-Chair function, with an improved understanding of the role, will make leadership roles more accessible to a wider range of Members.

3.3.2 Work planned for the Governance Committee for 2023/24, looking at public questions and citizen engagement and involvement will improve our approach to inclusive participation.

3.3.3 A summary review of the Transition to Committees EIA is attached at appendix 2. This will be kept under review as the Governance Review Implementation Plan progresses.

3.4   Climate Implications

3.4.1   The review recognised the need to strengthen our approach to Climate Impact Assessments in reports coming to Policy Committees. There is an action in the Governance Review Implementation Plan to "*Ensure the Impact Assessment process is robust, transparent, and applied consistently*".

4.   ALTERNATIVE OPTIONS CONSIDERED

4.1   The recommendations are the outcomes of the Six-Month Review undertaken by the cross-party Governance Committee. Through the review activity, Members worked on developing solutions to the issues raised and these have formed the basis to the recommendations to Council presented here.

5.   REASONS FOR RECOMMENDATIONS

5.1   The recommendations are the product of the Six Month Review of Governance Arrangements undertaken by the cross-party Governance Committee. The recommendations respond to the initial experiences of operating the Committee System since May 2022, aiming to respond to initial challenges rather than overhaul the model and way of working.

5.2   The recommendations presented to Council here are therefore a vital next step in the continuous improvement of our governance. They also set out important activity to be undertaken by the Governance Committee and officers in the year ahead to embed the committee system in culture of SCC.

6 MONTH REVIEW OF NEW GOVERNANCE ARRANGEMENTS

Report & Recommendations of the Governance Committee

6th April 2023

1   Background and Introduction

1.1   At its Annual General Meeting in May 2022, Sheffield City Council agreed a new constitution that would move the Council from a 'Leader and Cabinet' model of governance, to a 'Committee System' of governance. The Governance Committee led development of the new committee system, and during 2021/22, took an iterative approach to the design process, shaping the design as it emerged, with input from residents, stakeholders, partners and officers.

1.2   We were clear from the outset however, that the model as agreed in May 2022, would not be perfect in all respects, and that the process of embedding and refining the model would take time.

In recognition of this, Full Council agreed that "the Governance Committee shall conduct a review of the effectiveness of the new system, commencing six months after implementation (November 2022) with a view to provide Full Council with insight into what has worked well, alongside any recommendations."

This 'early look' at the new system provides us with an opportunity to address any issues before they become entrenched, and to identify good practice to share more widely. The review was not aiming for wholesale redesign of the system, but the start of our commitment to continuous improvement, drawing on collective insight and experience to make the governance model better for citizens, members and officers.

1.3   Just as the Council is on a 4 year improvement journey as set out in our Delivery Plan – so is our governance system. In this first year of operation, we have established a governance structure that has enabled lawful decision making and fostered greater collaboration across political parties. We know however, that we can improve, and that good governance does not come just from systems and structures, but from ways of working, culture and behaviour. We're particularly keen to improve our approach to citizen and stakeholder engagement through Policy Committees. The recommendations from this review are a starting point to build on progress, and develop our ambitions for Sheffield's committee system as part of a 'Flourishing Sheffield City Council'.

Phase 0	Phase 1	Phase 2	Phase 3
STABILISE Implement the committee system and ensure that we have structure for decision making - New Policy Committees - New constitution **2022/23**	**EMBED** Make it Sheffield's committee system with stronger cultural ownership - Develop quality & ways of working - Build Member & officer skills - Citizen participation **2023/24**	**GROW** Open, participatory, innovative and inclusive policy development and decision making recognised and continuously developing to meet the ambitions of our city. **2024/25**	**FLOURISH** Sheffield's governance is a critical enabler of our city's ambitions; a model of Member, citizen & stakeholder empowerment at city and neighbourhood level. **2025/26**

2   The Review Process

2.1   Scoping

During October 2022, the Governance Committee carried out a scoping exercise, inviting input from councillors, citizens and officers. At its meeting on November 10th 2022 it agreed that the review would be structured around 6 themes and 15 questions:

Theme	Questions
Overall Structure	Do the Policy Committees have clear remits, are they the right remits and are the links to other Committee remits working? Are the roles within the Committee System clear and working as intended?
Decision Making and Delegation	Are decisions being made effectively and efficiently?
Capacity and Resource	Are Policy Committees adequately supported? Is the preparation for Policy Committees reasonable and proportionate? Do Members and Officers have the tools and time to support, deliver and develop in the committee system?
Working Practices	Are pre-meets and briefings working effectively for all members of a committee? What do members, officers, organisations and the public think has changed between the old system and new? Are Policy Committees undertaking the type of activities pertaining to policy and decision making that they intended to do? Are Local Area Committees and Policy Committees working well together? Is there anything that could be improved?
Citizen & Community Engagement and Formal Participation	What is working well in terms of engagement for the public and are there any gaps? What is the volume and nature of public questions? How effective are we at responding to questions and petitions?
Equality, Diversity & Inclusion, Communication & Information Availability.	How well are we mitigating the risks identified in the Equalities Impact Assessment? How accessible are the Policy Committees and their outputs?

2.2 Engagement Activity

Governance Committee identified 3 groups of key stakeholders to seek feedback from during the review – Members, officers, and citizens. This took place between November 2022 and February 2023.

2.2.1 Member Engagement

- We engaged with over 50 Members individually. This took place predominantly through 'drop-in' sessions held after the December round of Policy Committees, with some Members emailing submissions in directly, and some opting to fill in the online survey, which ran between 25th November 2022 and 2nd January 2023. The relatively low response rate to the survey means it was difficult to draw firm conclusions from the quantitative responses, but we have used the information as insight where appropriate.

- The three main Political Groups submitted group responses to the review.

- We attended the LAC Chairs meeting to get views on the relationship between LACs and Policy Committees.

2.2.2 Officer Engagement

- An online survey ran between the 25th November 2022 and the 2nd January 2023. We received 41 responses.

- The Review Team attended a range of officer forums including, Portfolio Leadership Teams, Service Leadership Teams, Heads of Service Network, Performance Leads Group, Committee Launch Group, Transition to Committees Equalities Sub-group, Sustainability Team and LAC staff.

2.2.3 Citizen, Stakeholder and Partner Engagement

- An online survey ran between 25th November 2022 and the 2nd January 2023. This was sent to people who had subscribed to the 'Transition to Committees' Gov Delivery mailing list; people who had attended meetings to ask public questions; Local Area Committee distribution lists; Sheffield City Partnership Board members; Sheffield Equality Partnerships mailing list. We received 50 responses.

- The survey email asked people to contact us if they would like to be involved in workshops or engagement activity related to the review. There was limited uptake to this, but it did lead to conversations with interested stakeholders including Disability Sheffield and HealthWatch Sheffield.

- We received a small number of submissions from Citizens via email.

3   Findings and Recommendations.

3.1   At its meeting on the 9th February 2023, Governance Committee considered the findings of the Engagement, and from this identified issues that needed to be addressed.

The full engagement findings are detailed in Appendix 1, and the issues are extracted below.

Theme – Overall Structure
- Consider whether the current process for cross-cutting issues could be improved, and how we can improve advice and guidance to officers on how to navigate decisions through the system.   - Consider whether current delegations are appropriate, particularly in relation to transport and highways issues.   - Consider whether current Committee remits are appropriately balanced   - Consider whether changes are needed in relation to where decisions on Licensing Policy are taken.   - 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.   - Develop clearer definition and expectation of the Co-Chair role   - Follow up remuneration issues around Group Spokespeople and Health Scrutiny Sub-Committee Chair.   - Consider Deputy Leader membership and substitutions for S&R Committee.
Theme - Decision Making and Delegation
- Consider how we can develop our approach to work programming so that it becomes an effective tool for Members and officers in getting the right decisions made at the right time and in line with the Council's strategic ambitions.   - Consider how we provide officers with clear and consistent advice about how to navigate decisions through the Committee System.   - Consider options around review and 'call-in' of decisions.
Theme - Capacity and Resource
- Develop clear and consistent advice for officers about how to navigate decisions through the Committee System   - Develop mechanisms for Portfolio Officers to share best practise in resourcing the Committee System   - 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.   - Develop training for officers on effective, accessible report writing   - Consider the meeting cycle and schedule

- Consider how we can provide Members and officers with 'quick wins' in terms of tools and support.

Theme - Working Practices

- Establish a consistent set of expectations around briefings, including who should be involved, how often they should happen, the role of group briefings and how they interact with pre-agenda and pre-meetings.
- Consider mechanisms for continuous improvement of our governance arrangements.
- Consider how we can create capacity in the system for Policy Committees to undertake more policy development and pre-decision scrutiny.
- Develop a partnership approach to work programming with Members and officers, that results in balanced programme of decision making, policy development and scrutiny and evaluation.
- Consider whether we need to develop a clearer framework on the balance of decisions between Policy Committees and LACs.
- Develop clearer guidance and communications on the roles of LACs and Policy Committees, describing the process for referring issues between them.

Theme - Citizen and Community Engagement and Formal Participation

- Consider how we can create capacity in the system for Committees to undertake policy development work, making use of the 'Engagement Toolkit'.
- Consider how we can make it easier for citizens to know what is happening in Policy Committees and how they can get involved.
- Consider how we will address the recommendations from the 'Involve' report.
- 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.
- Review the process for responding to public questions, to ensure it is fit for purpose in a Committee System

Theme - Equality, Diversity & Inclusion, & Information Availability

- Consider how we can improve the quality of reports to Policy Committees, including accessibility, and timely publication.
- Ensure the Impact Assessment process is robust, transparent, and applied consistently.
- Ensure Members and Officers are signposted to wellbeing support services that are available through the Council.
- Consider how we can improve the accessibility and readability of reports to policy committees, and ensure they are published in a timely and accessible way.
- Consider how we can make it easier for citizens to a) know what is happening in Policy Committees and b) get involved.

3.1.1   A significant number of these issues require us to improve the way we are currently operating. Not things that require us to change our structures, systems, or constitution, but improvements we can make to the way we explain, communicate and support the system – essentially changing our culture and working practices to better support a Committee System. We recognise that the transition to a Committee System represents a huge change to how we all work together, and we need to make sure we have appropriate advice, guidance and support in place to embed the changes.

3.1.2   Governance Committee agreed that it was appropriate for action to begin immediately to address these issues. They have been pulled together into the 'Governance Review Implementation Plan' – attached at Appendix 2, and work is already underway to progress it. The Governance Review Implementation Plan will be a live document, and further actions will be added as required by Governance Committee.

Recommendation 1 - *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.*

3.1.3   The remaining issues related to changes to systems and working practices, and were taken forward to action planning workshops with Governance Committee Members. The findings and recommendations of Governance Committee are set out below – structured by scope theme. Appendix 3 contains a summary of the recommendations and the action required to implement them.

3.2   Overall Structure

3.2.1   Cross-Cutting Issues

The engagement highlighted concerns around the process for issues that come under the remit of more than one Policy Committee. The process, as set out in the constitution, allows for the Strategy & Resources Committee to determine the most appropriate Policy Committee to take a cross-cutting decision, or to take the decision itself. Governance Committee felt that this process is not working as intended, with Strategy & Resources Policy Committee tending to take decisions rather than directing them to the most appropriate forum.

Recommendation 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. This should be actioned through the Governance Review Implementation Plan.

3.2.2 Transport & Highways Issues

The engagement showed that some members felt that the Transport, Regeneration and Climate Committee has been spending a disproportionate amount of its time on minor, local transport and highways issues, which are more appropriate for Local Area Committees.

Governance Committee recognises the need for a broader conversation about the future role of Local Area Committees (LACs), and achieving our ambitions to *"engage, enable, and empower communities across the city with increasing control over decision making".* We are aware that discussions on this have started with the Leader of the Council and LAC Chairs.

Recommendation 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.*

3.2.3 Committee Remits

The engagement highlighted imbalances in Committee remits – with some Committees, particularly Transport, Regeneration and Climate Change having particularly heavy workloads.

Governance Committee is not minded to recommend changes to the current remits at this point, seeing the advantage to letting the Committee System 'bed-in' further. Governance Committee will take a holistic approach to reviewing Committee remits over 2023/24, taking into account the impact of this review's recommendations, any changes that may develop through the development of Local Area Committees and changes to the Council's management structure.

There is one issue that Governance Committee would like to address, relating to the political accountability of our statutory duties covering children's education and social care.

The Director of Children's Services holds statutory responsibility for local authority children's education and social services. Political accountability is held by the designated Lead Member for Children's Services – Chair of the Education, Children and Families Policy Committee

The Terms of Reference of the Committees should make clear that the Education, Children and Families Policy Committee has political oversight of

the statutory functions of the Director of Children's Services under the Children's Act 2004.

Recommendation 4 – The lead committee for Children and Young People should have the necessary oversight of the statutory functions of the Director of Children's Services to ensure there is robust political accountability via the Chair of the Education, Children and Families, Policy Committee, as designated Lead Member for Children's Services.

3.2.4 Regulatory Policy Decisions (Licensing)

The implementation of the Committee System saw the move of regulatory licensing policy decision making away from the Licensing Committee, and into the Waste and Street Scene Policy Committee. Some Members and Citizens expressed concern that this has led to a loss of valuable experience and insight from Licensing Committee members who are well versed in the implementation of licensing policy.

Governance Committee felt that it is appropriate that Policy Committees are responsible for deciding policy, including regulatory policy, but recognised that the expertise of regulatory committees should be utilised as part of the policy development process.

Recommendation 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.*

3.2.5 Co-Chairing

Job share co-chairs were introduced in May 2022, with the aim of making Committee leadership more accessible to Councillors with other responsibilities, and increasing the capacity of Chairs. The engagement highlighted concerns with how this has been operating in practice.

The engagement highlighted concerns around how the co-chair role is understood and operating.

A key issue raised was around a lack of clarity on how responsibilities within a remit were shared, and the impact of co-chairs on the deputy chair role. The Job-Share Chair protocol sets out the responsibilities and expectations around co-chairing – it would appear that the protocol is not widely understood or adhered to.

Recommendation 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.*

Governance Committee recognises that some Committee remits may lend themselves more easily to co-chairing arrangements than others. Sub-

Committees already represent a 'shared' remit and therefore co-chairing arrangements should not be an option.

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

Briefing arrangements for the Strategy and Resources Policy Committee (S&R) currently include both co-chairs, which means it does not mirror the membership of S&R, and is not politically proportionate.

Recommendation 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.* The other Co-Chair may not attend briefing sessions for Strategy and Resources members unless appointed to that committee in another capacity (including as a substitute member for the specific meeting – see recommendation 9).

3.2.6 Health Scrutiny and Group Spokesperson Special Responsibility Allowances

An issue raised by many members through the engagement was around the lack of a Special Responsibility Allowance (SRA) for Group Spokespersons. Many Members felt that the demands and expectations on Group Spokespersons have been equivalent to that of a deputy chair (which does receive an SRA) – they are required to attend the same number of briefings and pre-meetings.

The Independent Remuneration Panel (IRP) considered this issue during the course of the review – and was minded not to award an SRA to Group Spokespersons. This will be revisited following the review.

Members also raised the issue of remuneration for the Health Scrutiny Sub-Committee Chair. Governance Committee welcomes the decision of the IRP to award an SRA to this role.

3.2.7 Membership of Strategy and Resources Committee

The Constitution sets out that, for Strategy & Resources Policy Committee, the Leader of the Council is the Chair of the Committee. Membership includes the Chairs of each of the Council's other Policy Committees, the Chair of the Finance Sub-Committee, and such other Members as are necessary for political proportionality, and to ensure an odd number of Members. Members of the Committee may not nominate substitute members.

Governance Committee felt that the same substitution rules should apply to Strategy & Resources Policy Committee as for the others – given its importance to the smooth running of the Council.

Recommendation 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.*

The Governance Committee also considered whether the Deputy Leader should be entitled to a seat on the Strategy and Resources Committee, without the requirement of also chairing a policy committee – to make the role of Deputy Leader more manageable.

Governance Committee agreed that the Deputy Leader should sit on Strategy & Resources Committee – but that this should not be an *additional* seat. Should the Deputy Leader not be a Policy Committee Chair, the current approach allows for their appointment through existing mechanisms around appointments to ensure political proportionality.

3.3   Decision Making and Delegation

3.3.1 Review and Call-In of Decisions

Governance Committee considered whether there was a need to develop mechanisms for call-in and review of Policy Committee decisions. The Committee felt that no changes were required, and that recommendations from the review (see section 3.4.2) to increase Policy Committee's capacity to undertake more policy development activity should lead to an increase in pre-decision scrutiny and review.

3.4   Working Practices

3.4.1 Briefings

The engagement highlighted the importance and value of briefings to members in growing their knowledge, preparing for decision making, and developing policy – and that a range of practises are in operation across different Policy Committees.

Governance Committee is keen to maintain flexibility for Policy Committees to operate in a way that works for them and their work programmes, but also to establish a degree of consistency in what officers and members should expect around briefing.

Recommendation 10 - *Briefing practises must enable **all** members of a policy committee to be adequately briefed for formal decision making. This should include arrangements for substitute members.*

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.

3.4.2   Increasing Capacity for Policy Development Activity

A key finding of the engagement was that there haven't been enough opportunities for Members to undertake policy development work, with the knock- on effect that opportunities for meaningful engagement for Committees with citizens and stakeholders were limited. Addressing this requires us to take action across a range of areas – carving out time for Members to undertake work, planning and prioritising appropriately, and developing policy skills for members and officers.

Recommendation 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.*

Recommendation 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.*

Recommendation 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.*

Recommendation 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.*

3.4.3 Future Review and Improvement

We recognised from the beginning of the transition to a Committee System, that we would not get everything right first time round, and that we would need to refine and develop the committee system over a number of years. It is therefore important that the work of the Governance Committee continues.

Recommendation 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.*

Key priorities for the Governance Committee's work programme in 2023/24 should include:

• Citizen and Stakeholder Engagement (see recommendation 16).

• Monitoring progress of the Governance Review Implementation Plan

• Developing a performance framework and metrics, enabling us to measure progress as the Committee System develops further.

• Taking a holistic approach to reviewing Committee remits (see section 3.2.3)

3.5 Citizen and Community Engagement and Formal Participation.

A key finding of our Engagement was that there has not been enough meaningful engagement of Policy Committees with citizens and stakeholders during this initial period of operation. It is a priority for us to address this over the coming year.

Policy Committees have had limited opportunities to undertake policy development work this year (see recommendations 11-14), which has limited opportunities for engaging with citizens and stakeholders and making use of the engagement toolkit. We also recognise that we need to improve the way the whole Council engages across the board. We commissioned an organisation called 'Involve' to talk to some of our stakeholders and help us think about the changes we need to make.

We also need to improve our approach to formal participation through our public questions process. Some issues are being picked up through the Governance Review Implementation Plan, but more detailed work is required.

Recommendation 16 - *Governance Committee should set 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.

4   Full Council Working Group

Separate from, but linked to the Governance Review, a piece of work has been undertaken by a cross party Working Group, led by the Group Whips and including the Lord Mayor and Deputy Lord Mayor, looking at the operation of Full Council.

The Working Group's findings have been fed into the Governance Committee's discussions, and their recommendations on how Full Council should operate are incorporated into this report, as set out below.

Recommendations on Full Council Operation.

4.1   Members Questions

- Defined purpose of Members Questions at Full Council: Accountability, transparency and representation

- A Chair should make it clear in what capacity they're responding to a question

- Members' questions to a committee chair at Full Council should <u>not</u> be from a member of that committee. Policy committees should include a standing item for Members' questions (from members of the committee and for issues which are not already the subject of an item of business on the Committee agenda)

- Ensure there is officer resource and time to produce quality answers to Members' Questions

4.2   Motions and Amendments

- Introduce a limit of 400 words for Notices of Motion. Amendments should not seek to add more than 250 words.

- Motions should be relevant and have a conclusion/clear requested outcome. Recognise that some Motions may be issues for debate and others might be opportunity to refer an issue to a Policy Committee

- No reduction in the number of Notices or Motion – to retain opportunity to ensure smaller groups and independent members are able to submit them

- Be more overt about what we do with Full Council outcomes referred to Policy Committees for consideration on their Work Programmes (e.g. by including an additional item on Policy Committee agendas or reworking the Work Programme report)

4.3 Duration and agenda management

- Retain current duration of 3.5 hrs plus time after guillotine to formally transact business

- Give priority to public engagement items

- Proactive work programming for Council meetings: regular discussion of forthcoming items with Whips to agree priorities for Full Council consider and management of business - e.g. through temporary suspension of certain Standing Orders to make time for debate.

4.4 Frequency of meetings, days & times

- Ensure early awareness of the meeting calendar, so Members can arrange time off etc

- A regular day and time for Full Council meetings

- Governance Committee did not reach agreement on the frequency of Full Council meetings. Full Council should therefore be asked to determine whether Full Council should change meeting frequency from the current approach of 6 ordinary meetings, plus Annual General Meeting and Budget Council or reduce the number to 4 ordinary meetings, plus Annual General Meeting and Budget Council.

4.5 New standard items for Council

- Option of submitting Policy Committee Minutes to Council for review - this suggestion was not supported by the Whips and the Working Group
- Utilize existing provisions for 'Scrutiny' type items:
  - CPR 5.7 (k) - "receive any presentations on matters of significant interest to the City" (to include, for example, from Strategic City Partners, SYMCA Mayor, Director of Public Health)
  - See also proactive work programme for full Council

4.6 Voting

- Principle of conducting electronic voting with appropriate pace

- Retain ability to vote in parts (CPR 18.3 refers to "in exceptional circumstances") see also word limit on Motions and Amendments
- Continue to use no dissent ('agreed') and show of hands where appropriate
- Lord Mayor announces results and we publish voting outcomes for transparency

5   Conclusions and Next Steps

The transition to a Committee System has been a huge undertaking. Governance Committee would like to take this opportunity to acknowledge the hard work that has gone into setting up the system and making it work in this initial year, and to thank all those involved.

The governance system we have put in place has enabled us to work cross-party to take important decisions about the future of our city. We recognise that the Council being in 'No Overall Control' has played a role in this too, and that any changes to this in the future will test our system in different ways, but our experiences this year have provided us with a solid foundation on which to build.

Some of the recommendations we have made here will lead to constitutional change – making our system easier to work within. The bulk of our recommendations however, are about supporting councillors and officers to develop the working practices, skills and tools that we need to maximise the opportunities the committee system gives us; and to strengthen our engagement with citizens and stakeholders. Essentially we are aiming to develop stronger cultural ownership of the committee system, and make it work for all Sheffielders.

Work is already underway to address many of the issues we have identified here, through the Governance Review Implementation Plan. Progress on this will be reported to the Governance Committee during 2023/24.

At its Annual General Meeting in May, Full Council will be asked to approve our recommendations, and where necessary, make the required changes to the Council's Constitution.

We look forward to continuing our work next year, and driving further development and improvement of our governance arrangements.

Governance Committee

March 2023.

Appendix 1 – Engagement Findings extracted from report to Governance Committee, 9th February 2023

Engagement Findings

The Review Team synthesised the findings from the engagement activity under each of the review questions, and from that pulled out the key actions to undertake in the 'Action Planning' phase of the review.

1   Overall Structure

1.1   **Do the Policy Committees have clear remits, are they the right remits and are the links to other Committee remits working?**

Members and officers were clear that the current Policy Committee remits are unbalanced – with some having overly large remits. This was most often mentioned in relation to the Transport, Regeneration and Climate Change (TRCC) Policy Committee, where people told us that too much agenda time is spent on local and operational transport issues, leaving inadequate time for the Committee to consider important strategic and policy issues – including Climate Change. Some Members and officers felt that more decisions could be delegated to LACs or a sub-committee to help remedy this.

Some Members and citizens feel that the Licensing Committee, rather than the Waste and Streetscene Policy Committee, should be the place where Licensing Policy is decided.

How cross-cutting issues are dealt with in the Committee System has come up a lot in our conversations. Officers have told us that it can be very difficult to navigate the system and know where to go for decisions and who to brief – especially when the issue is time sensitive. Several Members have questioned whether the role of the Strategy & Resources Policy Committee in cross-cutting issues is working effectively – and feel that S&R has tended to make the decisions itself, rather than determine the appropriate Policy Committee to make the decision. Some citizens told us that it can be hard to keep track of an issue when it is being discussed in more than one Committee.

Proposed Issues for Action Planning Phase:
   • Consider whether the current process for cross-cutting issues could be improved, and how we can improve advice and guidance to officers on how to navigate decisions through the system.
   • Consider whether current delegations are appropriate, particularly in relation to transport and highways issues.
   • Consider whether current Committee remits are appropriately balanced
   • Consider whether changes are needed in relation to where decisions on Licensing Policy are taken.

1.2 **Are the roles within the Committee System clear and working as intended?**

Of the roles within the Committee system, the role of co-chair is the least understood. 50% of members who responded to the survey said that the role was not clear to them, compared to 33% who said that the role was clear (17% did not answer this question). Some Members and officers told us that they weren't clear how responsibilities were split between co-chairs, and that this could be confusing, and risks issues falling through the gaps. Whilst some people welcomed the opportunity co-chairing brings to lighten to load on one individual, others observed that co-chairs attend all briefings and seems to be a duplication of the roles, rather than sharing.

A recurring theme from Members was that the roles of deputy chair and group spokesperson are essentially the same in terms of workload, and therefore that the group spokesperson role should be remunerated. This issue was recently considered by the Independent Remuneration Panel, whose recommendation was the role should not be remunerated but did suggest it ought to be looked at again after this review. Some Members also raised concern that the Chair of the Health Scrutiny Sub-Committee is currently unremunerated, and that this should be considered.

Some officers have found that multiple committee leadership roles have led to confusion about how and who to brief and when, and would appreciate a clearer articulation of the roles, and what the expectations are between officers and members. What's the right forum for an early steer on policy development? Is it appropriate to brief only the Chair?

Some issues were raised in relation to the Strategy & Resources Committee. One political group submission suggested that the role of substitute members should be the same for Strategy & Resources Committee as for others, and should therefore be permitted – to retain proportionality. It was also suggested that Deputy Leader have an automatic place on the Strategy & Resources Committee – without having to also chair a Policy Committee. The role as is currently stands feels too big.

The focus of our engagement here was on the roles in the Committee System, however one political group submission suggested that the review should look at redefining the role of the Leader in the Committee System. This was out of scope, however may be something the Governance Committee would like to pick up in future pieces of work.

Proposed Issues for Action Planning Phase:
- 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.
- Develop clearer definition and expectation of the Co-Chair role
- Follow up remuneration issues around Group Spokespeople and Health Scrutiny Sub-Committee Chair.
- Consider Deputy Leader membership and substitutions for S&R Committee.

2   **Decision Making and Delegation**

2.1   **Are decisions being made effectively and efficiently?**

Of those who responded to the survey, only 27% of officers and 22% of Members think that the work programme is effective in getting the right decision made at the right time. Officers told us they are sometimes given inconsistent advice about which decisions need to go to Committee, and which Committee they need to go to – and would welcome a 'route map' that sets out the process clearly.

Members told us that they need access to information far enough in advance of meetings to facilitate discussions with their group in order to be able to make decisions. This includes appropriate briefing, and timely publication of reports.

46% of officers said that too many decisions are being taken by Policy Committees that could be taken by officers, and some feel the financial threshold for Committee decisions is too low. Some Members and officers feel that decisions are currently being made in the wrong forum – for example local and operational transport issues could be made at LACs or a sub-committee – freeing up TRCC agendas for strategic decisions and policy development.

One political group submission suggested that a 'call-in' mechanism for decisions should be adopted – so that a decision can be sent back for Committee consideration where it contradicts other Council policy.

Proposed Issues for Action Planning Phase:
- Consider how we can develop our approach to work programming so that it becomes an effective tool for Members and officers in getting the right decisions made at the right time and in line with the Council's strategic ambitions.
- Consider how we provide officers with clear and consistent advice about how to navigate decisions through the Committee System.
- Consider whether current delegations are appropriate and enabling Policy Committees to focus on the right issues
- Consider options around 'call-in' of decisions.

3   **Capacity and Resource**

3.1   **Are Policy Committees adequately supported?**

59% of officers and 61% of Members who responded to the survey said they are satisfied or very satisfied with the support they receive, with 17% of officers and 11% of Members saying they were unsatisfied or very unsatisfied and 22% of officers and 28% of Members saying that they were unsure.

Officers involved in the administration of Committees, and the 'sign off' process (eg. assessing the legal, financial, equalities or climate implications of reports and decisions) for committee reports have found that their workloads have increased significantly since the Committee System was introduced. They have reported that an increase in the number of papers being submitted at the last minute creates 'pinch points' where workload becomes unmanageable. This also results in late publication of committee papers – which Members and citizens have told us is problematic.

Officers in portfolios also reported that servicing the Committee System is using more resource – with 56% of officers who responded to the survey saying that the Committee System has negatively impacted their ability to carry out other parts of their role. Officers told us that they would like clear and consistent advice and support on which decisions need to go to Committee, and clear routes for how to get there. This would help to get reports in a timely fashion.

Proposed Issues for Action Planning Phase:
- Develop clear and consistent advice for officers about how to navigate decisions through the Committee System
- Develop mechanisms for Portfolio Officers to share best practise in resourcing the Committee System

3.2 **Is the preparation for Policy Committees reasonable and proportionate?**

67% of members, and 49% of officers who responded to the survey said that preparation time for Policy Committee meetings is reasonable, compared to 10% and 11% who said it was not reasonable.

A frequent issue raised in our discussions with Members was that they are required to do a huge amount of pre-reading to prepare for Committee meetings. Overly lengthy reports, and late publication of papers makes this difficult and is a key frustration for Members. Of the 42 meetings that took place before 7th December 2022, 12 agendas were published with at least 1 report 'to follow'. One member reported having over 1,000 pages of reports to read over a week.

We know from conversations with officers involved in writing reports for committees, and those involved in signing them off, that last minute changes can lead to late publication of papers. Officers need to understand the process for getting a report to a committee, seek engagement from legal/finance/equalities/climate sign off colleagues at an early stage, and produce a report in good time for the deadline.

Proposed Issues for Action Planning Phase:
- 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.
- Develop training for officers on effective, accessible report writing

3.3 **Do Members and Officers have the tools and time to support, deliver and develop in the committee system?**
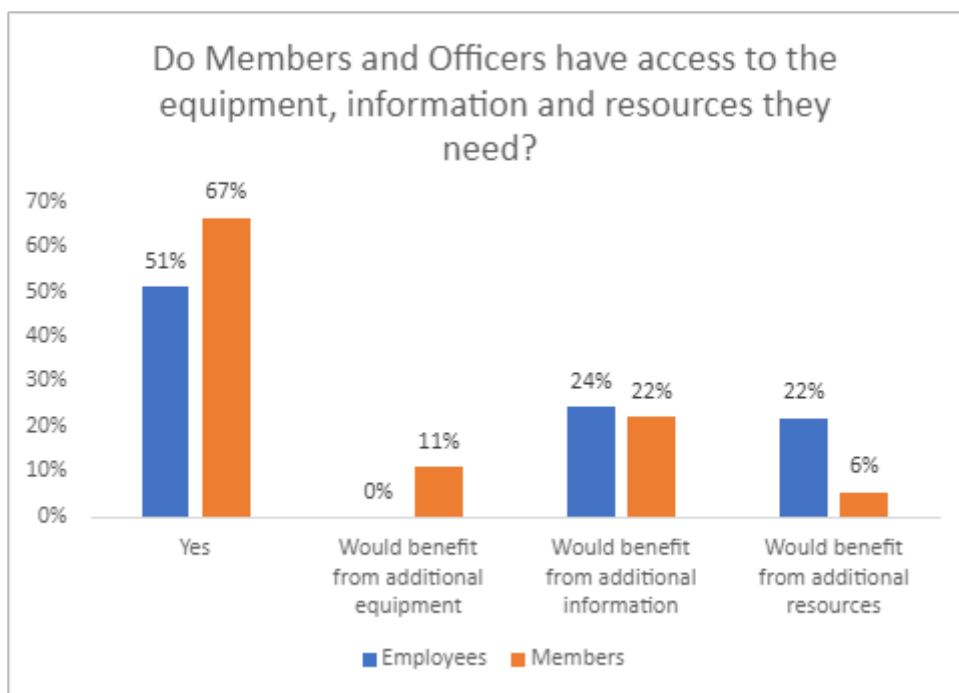
When asked what would be helpful in terms of tools and support, Members suggested that more briefings, and PA support would be useful, and suggested that more a more frequent, regular (same time, same day) meeting schedule would help to manage workloads.

Officers gave a range of suggestions including, more staff, clearer guidance on navigating the system, earlier engagement with 'sign off' services, opportunities to share experiences and best practice with officers across different areas, report templates that are appropriate for 'non-decision' reports, more officer support for the new Climate Impact Assessment, and training.

Proposed Issues for Action Planning Phase:
- Consider the meeting cycle and schedule
- Consider how we can provide Members and officers with 'quick wins' in terms of tools and support.

20

4   Working Practices

4.1   Are pre-meets and briefings working effectively for all Members of a committee?

Members have told us that they value briefings, and would like more of them, but have observed that there is a variety of practice across Committees in terms of how frequent they are and who attends them.

It is not clear that the intended process, of Chairs, Deputy Chairs and Group Spokespeople attending briefings and pre-meetings and taking that information back to their Groups is working consistently. Officers are required to brief party groups more than they had anticipated in the new system, and are unsure what expectations of this are.

Officers have reported that preparation for briefings is labour intensive, and difficult to organise across many diaries, but that briefings are helping to develop relationships with Committees and grow knowledge.

Officers and Members have reported that some briefings have been poorly attended by Members, but recognise the diary pressures that many members have. Some Members told us they would prefer to have a regular schedule of briefings, happening on the same day and time each week, to help with caring/work responsibilities etc.

Proposed Issues for Action Planning Phase:

- Establish a consistent set of expectations around briefings, including who should be involved, how often they should happen, the role of group briefings and how they interact with pre-agenda and pre-meetings.
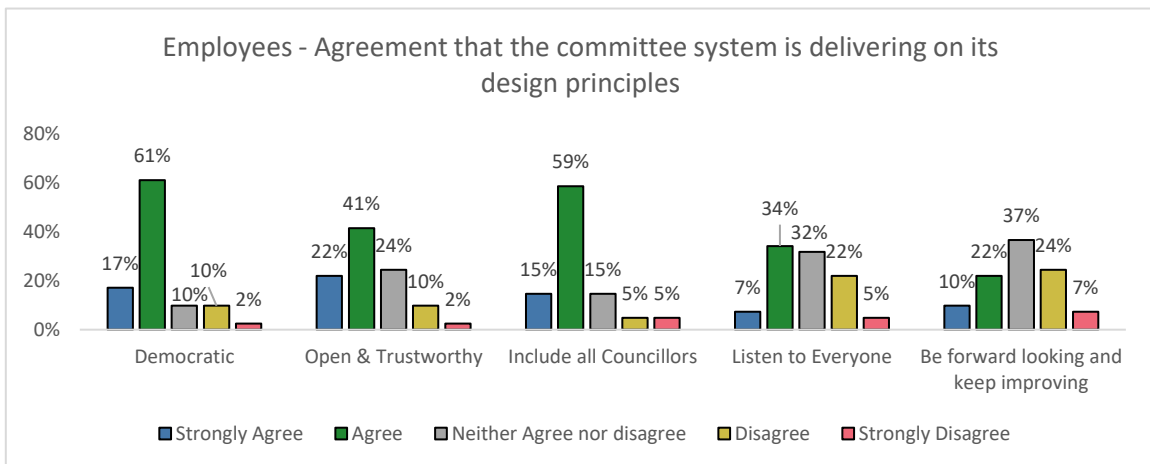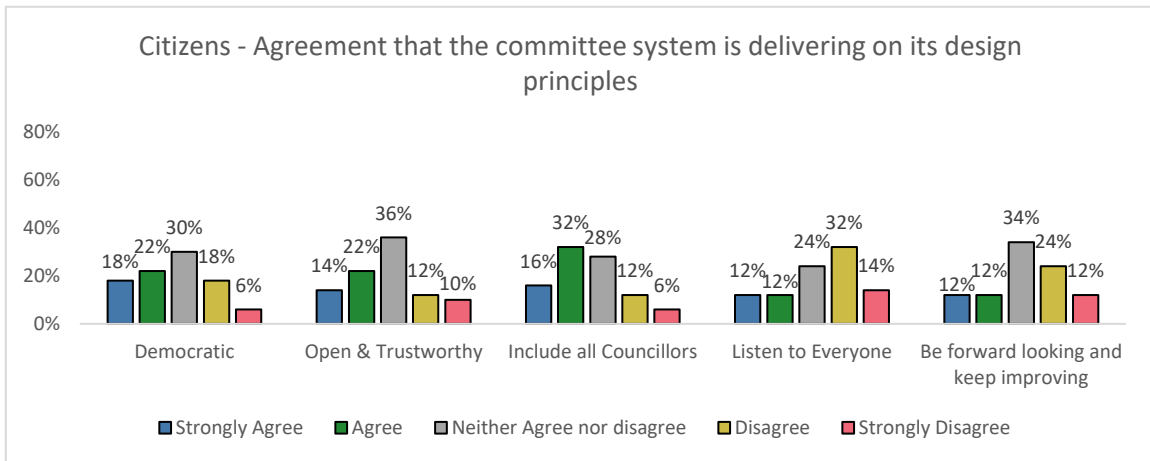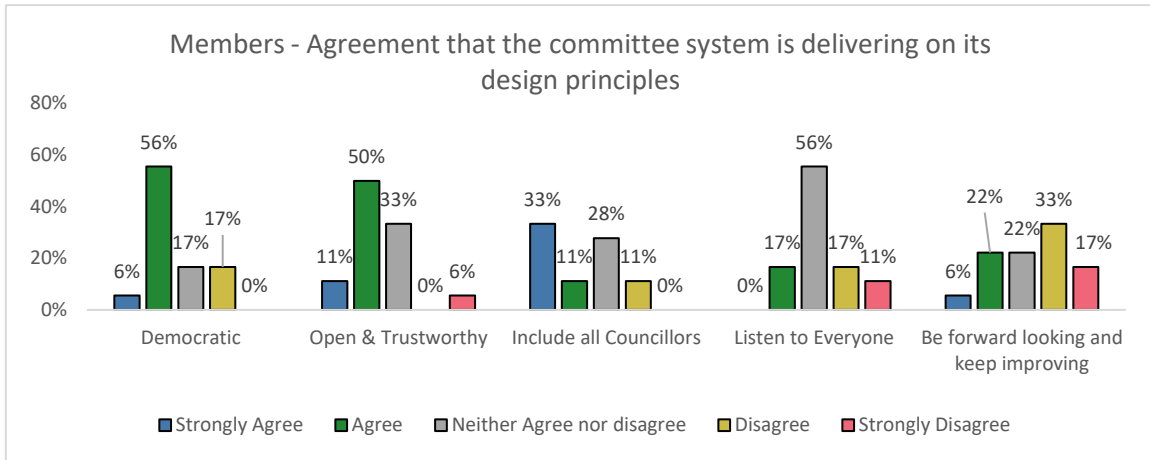
4.2   What do Members, officers, organisations and the public think has changed between the old system and new?

A key message to come through conversations with Members was that cross-party working is working well in the new system, recognising that this may been aided by the Council being in 'no overall control.' There was a recognition that the system is still in its early days and that we are still learning and bedding in.

Officers have found it positive to have input from, and engage with a wider group of members through committees, although some have found the new system more complex to navigate – particularly the informal briefings which previously would have involved one cabinet member.

The results from the survey around whether the new system has delivered on our key design principles to be democratic, open and trustworthy, include all Councillors, listen to everyone and be forward looking and keep improving are mixed – and difficult to draw meaningful conclusions from. Officers are more likely to agree or strongly agree that the new system is delivering on the key design principles than citizens or members.

In terms of being forward looking and keep improving, Governance Committee is keen that the review identifies mechanisms for continuous improvement beyond the review itself.

Members - Agreement that the committee system is delivering on its design principles

Citizens - Agreement that the committee system is delivering on its design principles

Employees - Agreement that the committee system is delivering on its design principles

Proposed Issues for Action Planning Phase
Consider mechanisms for continuous improvement of our governance arrangements.

4.3 **Are Policy Committees undertaking the type of activities pertaining to policy and decision making that they intended to do?**

Of Members who responded to the survey, 61% think that committees are not doing enough policy development work, and 56% think they are not doing enough pre-decision scrutiny and evaluation.

Members and officers told us that there have not been enough opportunities for early policy development work, and use of workshops, working groups and task and finish groups – limiting the ability for committee's to meaningfully engage with citizens and stakeholders. One political group submission suggested that Policy Committee meetings should meet monthly to create space for policy development work, alternating between formal business and policy development.

Members and officers told us that work programmes feel officer led, and that we need to enable Members to shape the work programme and find space to carry out work on policy priorities
.
Proposed Issues for Action Planning Phase:
- Consider how we can create capacity in the system for Policy Committees to undertake more policy development and pre-decision scrutiny.
- Develop a partnership approach to work programming with Members and officers, that results in balanced programme of decision making, policy development and scrutiny and evaluation.

4.4 **Are Local Area Committees and Policy Committees working well together? Is there anything that could be improved?**

The results from the survey suggest that there is a lack of clarity around the relationship between LACs and Policy Committees, with 50% of members, 56% of officers and 44% of citizens saying that remits of LACs and Policy Committees is not clear; and 67% of Members, 80% of officers and 66% of citizens saying that it is not clear how and when matters can be referred between LACs and Policy Committees.

Members and officers told us that this lack of clarity means that issues can be 'bounced' between committees, which is frustrating for all.

Some citizens and Members feel that some decisions currently being taken by Policy Committees would be more appropriately taken by LACs, and would free up policy committee capacity.

Proposed Issues for Action Planning Phase:

- Consider whether we need to develop a clearer framework on the balance of decisions between Policy Committees and LACs.
- Develop clearer guidance and communications on the roles of LACs and Policy Committees, describing the process for referring issues between them.

5   Citizen & Community Engagement and Formal Participation

5.1   What is working well in terms of engagement for the public and are there any gaps?

Public engagement is the area that people feel we've made least progress on as part of the transition to the Committee System. Of those who responded to the survey, only 17% of Members, 24% of citizens and 41% of officers agree or strongly agree we are delivering the design principle of 'Listening to Everyone'.

We heard some examples of engagement working well – Business Advisor involvement in Economic Development and Skills Committee discussions, and the Co-opted HealthWatch member on the Health Scrutiny Sub-Committee feeding in views from diverse communities – but feedback from Members indicates that the 'Engagement Toolkit', introduced as part of the transition, is not being used.

Members and officers told us that there have not been enough opportunities for policy development work and 'task and finish groups' in the new system – which is where early engagement with citizens and stakeholders can add most value.
Citizen survey responses suggest that many people don't feel connected to, or aware of, Policy Committees and their work, and those that do find it difficult to know how to navigate the system and influence decisions.

Officers and citizens questioned whether there is adequate support, resource and expertise for engagement within the Council. As part of the transition to the Committee System, the Council started working with an organisation called 'Involve' to improve how the whole Council engages across the board and this is more fundamental to SCC's ambitions for community involvement and engagement and the quality and consistency of practice across SCC. As discussed previously with Governance Committee, this needs to be progressed by SCC but progress has been constrained by SCC capacity and not through any fault of Involve.

Proposed Issues for Action Planning Phase:
- Consider how we can create capacity in the system for Committees to undertake policy development work, making use of the 'Engagement Toolkit'.
- Consider how we can make it easier for citizens to know what is happening in Policy Committees and how they can get involved.
- Consider how we will address the recommendations from the 'Involve' report.

5.2   What is the volume and nature of public questions?

Between May and December 2022, 67 public questions were asked and 13 petitions were presented. The distribution of public questions across Committees is uneven, with Adult Health and Social Care, and Education, Children and Families Policy Committees receiving none.

5.3   How effective are we at responding to questions and petitions?

Of those who responded to the survey, 44% of citizens 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.

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. Public Questions to LACs are not triaged centrally, so there is the potential for duplication and inconsistent responses where questions are asked at multiple committees.

Some Members felt that the process in place for responding to questions – with responses formulated by officers and the Chair, is not appropriate in the new system, where the question is addressed to the Committee.

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, there is no scope for asking supplementary questions, and isn't a meaningful tool for engagement and influencing decision making. 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.

Issues for Action Planning Phase:
- 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.
- Review the process for responding to public questions, to ensure it is fit for purpose in a Committee System

6   Equality, Diversity & Inclusion, Communication & Information Availability.

6.1   How well are we mitigating the risks identified in the Equalities Impact Assessment?

Wellbeing – Of the officers and Members that responded to the survey, 34% of officers and 22% of Members reported that their wellbeing had deteriorated in the Committee system. Feedback from officers and Members indicates that for some, the increased workload, time commitments and pressure around deadlines has increased stress and impacted wellbeing.

Some Members have expressed concern that time commitment required – particularly for Members with lead roles, or multiple roles, will disproportionately affect those with caring and work responsibilities and deter some people from standing for election.

Quality, accessibility and timely publication of reports is important in ensuring Members and citizens are able to appropriately engage with policy committees – and can have a greater impact on those with accessibility requirements.

Equality Impact Assessments - there is a lack of consistency in EIAs being attached to Committee reports. This varies by committee from 71% of Waste and Streetscene Policy Committee papers having the cited EIAs attached, to 6% at Finance Sub-Committee.

Proposed Issues for Action Planning Phase:

- Consider how we can improve the quality of reports to Policy Committees, including accessibility, and timely publication.
- Ensure the Equality Impact Assessment process is robust, transparent, and applied consistently.
- Ensure Members and Officers are signposted to wellbeing support services that are available through the Council.

6.2 **How accessible are the Policy Committees and their outputs?**

Of citizens who responded to the survey, 42% said that Policy Committees aren't always held in locations and at times that accommodate their needs. Some people said that formal meetings could be an intimidating forum to attend, and several citizens suggested hybrid/virtual options for attending formal meetings to increase access.

Webcasting of meetings has made observing Policy Committee meetings more accessible – meetings between June and the end of November 2022 had an average of 74 webcast views, with the minimum being 11, and the maximum being 164.

20% of citizens who responded to the survey said the format papers are published in is not accessible to them, and several citizens said that Policy Committee reports are often too long, and use inaccessible language. We analysed 8 Policy Committee reports for reading ease using the Flesch Readability Scale (which measures readability based on average sentence length and average syllables per word – where 100 is the most accessible).The results ranged from 27 to 37.7.

Several citizens mentioned that it was hard to find information about Policy Committees and their meetings on the Sheffield City Council website, although 42% of citizen respondents knew where to find published draft minutes and webcasts on the website.

Issues for Action Planning Phase:
- Consider how we can improve the accessibility and readability of reports to policy committees, and ensure they are published in a timely and accessible way.
- Consider how we can make it easier for citizens to a) know what is happening in Policy Committees and b) get involved.

7   Full Council

The operation of Full Council was not included in the scope of the review, however during our engagement we received submissions relevant to it.

One political group submission suggested that Full Council should be held every other month, at a fixed date and time on the 1st Wednesday of the month (except the AGM) – May, July, September, November, December, Feb, March/Budget; and that minutes of Committee meetings should come to Full Council in place of Members Questions.

One political group submission suggested that the overall number of council meetings should stay at 6 plus AGM plus Budget; the order of the agenda should be changed to move business items up; longer time limits for important items; Members Questions to continue at Full Council, but also introduced at Policy Committee meetings; that whether electronic voting is required on so many votes; and that voting in parts is kept as an option.

There is currently a parallel piece of work being carried out by the Whips on the operation of Full Council. The information we received as part of the 6 month review will be passed to the relevant officers to inform the work on Full Council.

Appendix 2 – Governance Review Implementation Plan

Theme	Action	Refined Action
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
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 website about how citizens can bring public questions to a Policy Committee Produce guidance for Officers on directing citizens to the most appropriate forum for their question Improve the accessibility of Policy Committee meetings for citizens. Consider results of AccessAble Town Hall assessment. Consider options for virtual attendance.
Improving how we explain the system	Consider how we provide officers with clear and consistent advice about how to navigate decisions through the Committee System - particularly where they are 'cross-cutting' issues	Produce, and publish on SCC's intranet, guidance for officers on how and when to take decisions to a Policy Committee, including what to do if the decision crosses several Committees' remits
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
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

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.
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.
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)
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
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

Appendix 3 – Summary of Governance Review Recommendations

Number	Recommendation	How this will be implemented
1	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.	Action through Governance Review Implementation Plan. Include on Governance Committee Work Programme.
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. This should be actioned through the Governance Review Implementation Plan	Action through Governance Review Implementation Plan.
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.	Full Council to agree and consider as part of ongoing LAC work and agree any resulting changes to committee and LAC Terms of reference in Part 3 of the Constitution.
4	The lead committee for Children and Young People should have the necessary oversight of the statutory functions of the Director of Children's Services to ensure there is robust political accountability via the Chair of the Education, Children and Families, Policy Committee, as designated Lead Member for Children's Services.	Full Council to agree change to the Terms of Reference of the relevant committee(s) in Part 3 of the Constitution
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.	Full Council to agree change to the Terms of Reference of the relevant committee(s) in Part 3 of the Constitution
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.	Action through Governance Review Implementation Plan.
7	Co-chairing arrangements should not be permitted for sub-committees.	Full Council to agree change to Job-Share Chair Protocol in Part 5 of the Constitution.

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. The other Co-Chair may not attend briefing sessions for Strategy and Resources members unless appointed to that committee in another capacity (including as a substitute member for the specific meeting).	Full Council to agree change to Job-Share Chair Protocol in Part 5 of the Constitution.
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.	Full Council to agree change to Council Procedure Rules in Part 4 of the Constitution
10	Briefing practises must enable all members of a policy committee to be adequately briefed for formal decision making. This should include arrangements for substitute members. 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.	Action through Governance Review Implementation Plan. Amendment to Member Officer Protocol in Part 5 of the Constitution
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.	Action through Democratic Services annual planning process.
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.	Full Council to agree change to Policy Committee Terms of Reference in Part 3 and corresponding change to Council Procedure Rules in Part 4 of the Constitution.
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.	Action through Governance Review Implementation Plan.

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.	Action through Governance Review Implementation Plan. Amendment to Member Officer Protocol in Part 5 of the Constitution
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. Key priorities for the Governance Committee's work programme in 2023/24 should include: • Citizen and Stakeholder Engagement (see recommendation 16). • Monitoring progress of the Governance Review Implementation Plan • Developing a performance framework and metrics, enabling us to measure progress as the Committee System develops further • Take a holistic approach to reviewing Committee remits (see section 3.2.3).	Full Council to agree to continued existence of Governance Committee with some changes to its Terms of Reference in Part 3 of the Constitution.
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.	Action through Governance Committee Work Programme.

Appendix 4 – Summary of Full Council Operation Review Recommendations

Subject	Recommendation	How this will be implemented
Members Questions	Defined purpose of Members Questions at Full Council: Accountability, transparency and representation	Full Council to agree change to Council Procedure Rules (CPR) in Part 4 of the Constitution: Amendments to CPR 16.1
	A Chair should make it clear in what capacity they're responding to a question	Full Council to agree change to CPR in Part 4 of the Constitution: At CPR 16.1 make clear that Committee Chair is responding on behalf of the Committee and not in a personal capacity
	Members' questions to a committee chair at Full Council should <u>not</u> be from a member of that committee. Policy committees should include a standing item for Members' questions (from members of the committee and for issues which are not already the subject of an item of business on the Committee agenda)	Full Council: As above – Chair is responding on behalf of the Committee so not appropriate to be asked questions by a Member of the same Committee Policy Committees: Full Council to agree change to CPR in Part 4 of the Constitution – Add new CPR 16.8 for 'Meetings other than Council'
	Ensure there is officer resource and time to produce quality answers to Members' Questions	Action through Governance Review Implementation Plan
Motions and Amendments	Introduce a limit of 400 words for Notices of Motion. Amendments should not seek to add more than 250 words.	Set out word limits in Pt 4 of the Constitution – in CPR 10, 11 and 12
	Motions should be relevant and have a conclusion/clear requested outcome. Recognise that some Motions may be issues for debate and others might be opportunity to refer an issue to a Policy Committee	

	No reduction in the number of Notices or Motion – to retain opportunity to ensure smaller groups and independent members are able to submit them	No action required
	Be more overt about what we do with Full Council outcomes referred to Policy Committees for consideration on their Work Programmes (e.g. by including an additional item on Policy Committee agendas or reworking the Work Programme report)	Action through Governance Review Implementation Plan
Duration and agenda management	Retain current duration of 3.5 hrs plus time after guillotine to formally transact business	No action required
	Give priority to public engagement items	Action through Democratic Services business as usual and liaison with Whips
	Proactive work programming for Council meetings: regular discussion of forthcoming items with Whips to agree priorities for Full Council consider and management of business - e.g. through temporary suspension of certain Standing Orders to make time for debate.	Action through Democratic Services business as usual and liaison with Whips
Frequency of meetings, days & times	Ensure early awareness of the meeting calendar, so Members can arrange time off etc	Action through Democratic Services annual planning process
	A regular day and time for Full Council meetings	Action through Democratic Services annual planning process
	Full Council should therefore be asked to determine whether Full Council should change meeting frequency from the current approach of 6 ordinary meetings, plus Annual General Meeting and Budget Council or reduce the number to 4 ordinary meetings, plus Annual General Meeting and Budget Council.	Action through Democratic Services annual planning process after Full Council has determined frequency of meetings
	Utilize existing provisions for 'Scrutiny' type items	No action required

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New standard items for Council	CPR 5.7 (k) - "receive any presentations on matters of significant interest to the City" (to include, for example, from Strategic City Partners, SYMCA Mayor, Director of Public Health)	No action required
Voting	Principle of conducting electronic voting with appropriate pace	No action required
	Retain ability to vote in parts (CPR 18.3 refers to "in exceptional circumstances") see also word limit on Motions and Amendments Continue to use no dissent ('agreed') and show of hands where appropriate	Voting in parts: Full Council to agree change to CPR in Part 4 of the Constitution: Amend CPR 18.3 to confirm that voting in parts is permitted No dissent / show of hands: No action required
	Lord Mayor announces results and we publish voting outcomes for transparency	No action required

Appendix 2

**Summary of review EIA 1153 – Sheffield's Committee System
To inform the wider Governance Review**

About this paper:
- EIA 1153 was written to consider the equality implications of the introduction of Sheffield's new committee structure
- It has been kept under review during the early stages of the committees
- This summary paper reflects a review of the EIA, set against its original assessment and the emerging conclusions of the Governance Review
- The shortened summary nature of this paper acknowledges the need for accessible information, which is an issue the Governance Review itself identifies

This paper considers the main themes identified and anticipated by the EIA, whether these remain issues and to what extent actions identified through the Governance Review are expected to address them.

Conclusions of the EIA review:

- The EIA review has concluded that almost every issue identified in the original EIA is either being addressed through actions identified in the Governance Review Implementation Plan or is no longer a concern.

- The exceptions and recommendations of this EIA review are that:

  1. As part of the work to look into the accessibility of the Town Hall, alternative rooms could be considered.

  2. The EIA identified potential impacts of long meetings without breaks. This should be reaffirmed through any training for Chairs.

- The EIA needs to continue to be monitored closely.

Public engagement

Broad intentions were set out to promote:

Transparency (including providing and enabling accessible and understandable information and decision-making)

Comment:
- This is being addressed through Governance Review Implementation Plan (GRIP) actions to 'Consider how we can make it easier for citizens to know what is happening in Policy Committees and how they can get involved.'
- In addition, Policy Committee meetings are webcast.

Diversity & Equality (taking account of the wide range of people's protected characteristics, socio-economic backgrounds, values and skills, and so that no sections of the community are left out)

Comment:
- The Governance Review identified inconsistent use of Equality Impact Assessments in Policy Committee decision-making and has set an action to 'Ensure the impact assessment process is robust, transparent and applied consistently.'
- This is being taken forward through an EIA improvement plan to address EIA accessibility, quality consistency by introducing an EIA on-line platform, training and guidance.
- The Governance Review also identified the need to provide guidance for officers to get sign-off for impact assessments to enable timely publication of reports.
- Governance Committee will be carrying out a task and finish group to look at how improve citizen engagement and involvement. It will take learning from the reports of Sheffield Race Equality Commission, the LGA Peer Challenge and Involve.

Inclusive participation (including scheduling meetings conveniently and providing parallel ways for people to take part)

Comment:
- The rules of decision-making and technical considerations around hybrid arrangements restrict participation opportunities to in-person meetings.
- 42% of respondents in the Governance Review said that meeting locations were a problem. The GRIP has identified actions to consider the accessibility of the Town Hall through the assessment of AccessAble and to 'Consider options for virtual attendance.'
- Public feedback also included comments that the formality of meeting environments could be intimidating (which could potentially inhibit involvement). **As part of the work to look into the accessibility of the Town Hall, alternative rooms could be considered.**
- Further GRIP actions identified are concerned with making the public questions process clearer and more accessible.
- It has not been possible or practical to get information about the profile or range of people seeking to be involved in Committee meetings. Requesting demographic of people attending Policy Committee meetings has not been considered reasonable. There is no mechanism for obtaining such information from people viewing on-line.
- The Governance Review acknowledges that the transition to Committees has not yet delivered on engaging with communities. Actions are planned through the GRIP and the Governance Committee's work programme over the next year to address this.
- Other GRIP actions address the need to improve the length and readability of reports, and to use accessible language; and to publish reports on time (late publication reduced people's ability to engage with the work of the Policy

Committees). Further actions cover clarifying the areas of work covered by each Committees and how the public can get involved, in recognition that it can be hard find information on the website.

- And there are additional actions to make the process of submitting public questions clearer and more accessible. Mechanisms exist for responding to public questions submitted in different languages or formats.
- No issues were raised through the Governance Review about the conduct of meetings (which may affect participation).

Geographical impact

Comment:
- This consideration applies more to Local Area Committees, which are out of scope of the Governance Review.
- As above, no demographic information is obtained about people participating or viewing.

Meeting arrangements

The original EIA considered whether the mechanics of meetings could have any impacts:

Time spent on Policy Committees (and impact on work outside of meetings, managing workloads and work/life balance)

Comment:
- Actions being taken forward in the GRIP relate to workload and preparation time, ensuring that papers are published on time and in an accessible format. This is also aimed to ensure meetings are scheduled to enable Members to plan and prepare.
- The Review did not identify any concerns about current meeting lengths.
- **The EIA identified potential impacts of long meetings without breaks. This should be reaffirmed through any training for Chairs.**

Member workload and support

Comment:
- The GRIP has identified various actions, including concerning the Chair and Co-Chairing roles and support for Members through the use of job-share. The Health Scrutiny Sub-Committee Chair role has recently been granted a Special Responsibility Allowance.
- The GRIP is developing guidance on expectations on Members and officers about briefings. This supports the principle of Member development, and therefore diversity of Members, something taken forward in the Governance Committee.
- There is an annual programme of Member training and induction.

- The Review has reaffirmed the option for Members to receive health and wellbeing support through PAM Assist.
- Members also have access to reasonable adjustments – (e.g. some Members may request hard copies of papers) and there is further support Members' business partner support available for IT.

Remote working (including accessibility, adjustments, time for breaks)

Comment:
- Since the development of the original EIA, the Council has continued to develop its approach to remote-working, including hybrid-working. This overarching approach to embed working practices, together with HR processes and support, helps to meet risks and impacts associated with remote-working and Committee meetings.
- In practical terms, this is more of an issue for briefings and informal Committee work that Members may access remotely. Formal Committee meetings are required to be in-person.

Partner engagement (in Committee meetings or in pre-engagement)

Comment:
- Links that existed under the Cabinet model have continued.
- Engagement has been taking place (e.g. with business advisers in the Economic Development & Skill Policy Committee) and there was no feedback in the Governance Review suggesting this was a problem
- Governance Committee work to look at citizen and stakeholder engagement will take place over the next year, reflecting on the learning from partners involved in Sheffield Race Equality Commission and other reports.