



Report to Policy Committee

Author/Lead Officer of Report:

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Tel: 0114 2734755

Report of: Director of Policy and Democratic Engagement

Report to: Strategy and Resources Committee

Date of Decision: 28th June 2023

Subject: Review of the Policy Committee Workplans 2023/24

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

Purpose of Report

This report:

- Recognises the important role that the S&R Committee plays in providing strategic direction to Council's Policy Committees and in particular ensuring that cross-cutting policy issues are strategically and collaboratively managed through Sheffield's Committee System
- Identifies S&R Committee's role in supporting and overseeing the workplans of Policy Committees across the year
- Sets out an initial version of the S&R Committee's workplan for this year based on the Strategic Framework that was agreed by S&R Committee on 31st May 2023.

Recommendations

That S&R Committee:

1. Recognise the vital role S&R Committee plays in supporting and overseeing the Committee System.
2. Welcomes the work that all Policy Committees have undertaken to date on developing workplans for the year ahead.
3. Discusses and agrees the current draft of the Strategy and Resources Committee Workplan based on the Strategic Framework for 2023/24 as agreed at the 31st May meeting of this committee.

Lead Officer to complete:-					
1	<p>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.</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Finance: Liz Gough, Head of Service: Finance & Commercial Business Partnering (pending)</td> </tr> <tr> <td>Legal: David Hollis, Interim General Counsel (pending)</td> </tr> <tr> <td>Equalities & Consultation: Adele Robinson, Equalities and Engagement Manager (pending)</td> </tr> <tr> <td>Climate: N/A</td> </tr> </table>	Finance: Liz Gough, Head of Service: Finance & Commercial Business Partnering (pending)	Legal: David Hollis, Interim General Counsel (pending)	Equalities & Consultation: Adele Robinson, Equalities and Engagement Manager (pending)	Climate: N/A
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Climate: N/A					
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>				
2	<p>SLB member who approved submission:</p> <p>Kate Josephs, Chief Executive</p>				
3	<p>Committee Chair consulted:</p> <p>Cllr. Tom Hunt, Leader of the Council, Chair of S&R Committee</p>				
4	<p>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.</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Lead Officer Name: James Henderson</td> <td style="width: 50%;">Job Title: Director of Policy Democratic Engagement</td> </tr> </table> <p>Date: 19th June 2023</p>	Lead Officer Name: James Henderson	Job Title: Director of Policy Democratic Engagement		
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Review of the Policy Committee Workplans 2023/24

Strategy & Resources Committee's role in providing support, oversight and enabling Sheffield's Committee System

1. The Strategy and Resources Committee undertakes an important role in Sheffield's Committee System, setting the overall direction of the council while supporting and enabling committees to lead their policy remit effectively. The S&R Committee has the following responsibilities:
 - cross-cutting responsibility for development and submission to Full Council for adoption of the Budget and Policy Framework;
 - providing strategic direction to the operation of the Council by developing and recommending the Corporate Plan (including determination of the priorities set out therein) to Full Council and making decisions on cross-cutting policies and practice where such decisions are not reserved to Full Council;
 - Responsibility for any issue identified as being of significant strategic importance or financial risk to the Council (which is considered to be by its nature cross-cutting);
 - Responsibility for any policy matter not otherwise allocated to a Committee;
 - Considering reports which an Ombudsman requires to be published by the Council where it is proposed that the Council take the recommended action.
2. In the recent Six-Month Review of the Committee System, Members and officers reflected on the experience of working in the Committee System in the initial phases after its implementation in May 2022. Through the engagement and evidence submitted to the review, there was a clear challenge about the extent to which S&R was fully undertaking its constitutional role to convene Sheffield's committee system and determine the most appropriate place for cross-cutting items to be considered. The Governance Committee recommended:

“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”.¹

¹ Sheffield City Council (2023) *Six Month Review of New Governance Arrangements*, Governance Committee, <https://democracy.sheffield.gov.uk/documents/s59110/Item%207%20-%20Six%20Month%20Review%20of%20Governance%20Arrangements.pdf>

3. As part of their initial work planning for the year ahead, Strategy and Resources Committee Members discussed how they want to undertake their role and how they want to work together. S&R Members have agreed that they will:
 - **Be led by our values** – embody the Council’s values in how they operate as a team, as chairs of policy own committees and in their ways of working
 - **Be an enabling and empowering committee** – the S&R Committee want to act as an enabling committee, supporting Policy Committees to undertake their role and lead on their own remits with the emphasis on S&R having oversight and supporting the overall strategic direction of the council. S&R Committee will have regular discussions reviewing the workplans of all Policy Committees, helping to provide strategic direction, ensuring that crosscutting issues are considered across policy areas and cross-party and helping to navigate where a crosscutting issue is best led.
 - **Be visible leaders for our new governance model** – the S&R Committee want to use their workplan and approach to demonstrate our commitments to working in a modern committee system, working collaboratively across parties, with partners and creating opportunities through the year to engage citizens and stakeholders in policy making.

Policy Committee Workplans 2023/24

4. In line with the Strategy and Resources Committee’s responsibilities to provide strategic direction across the Committee System, the Committee will regularly consider and review the workplans of all Policy Committees. This is not an attempt to micro-manage the activity of other committees but rather to help co-ordinate activity or identify opportunities for cross-cutting Policy Committee working.
5. Policy Committee workplans are published as part of the respective agendas for each Policy Committee but are appended here for information.
6. Strategy and Resources Committee also has a workplan of its own which is presented here. As with all Policy Committees, the workplan is a live document that will be updated and re-presented at each meeting to ensure that the Committee can add contemporary issues while managing longer term projects and strategy development across the year.
7. At the Strategy and Resources Committee on the 31st May, Members agreed the Strategic Framework for the year ahead². The Strategic Framework recognised the progress made in the Corporate Delivery Plan last year but suggested that, alongside the developing City Goals for Sheffield, the Council needs to set out its medium-term strategic direction and priorities to achieve the city’s ambitions. The

² Sheffield City Council (2023) *Strategic Framework 2023/24*, S&R Committee, 31st May 2023. <https://democracy.sheffield.gov.uk/documents/s59470/Strategic%20Framework%20202324.pdf>

Strategic Framework also set out a number of issues that Members want to progress through Policy Committees for the organisation and for the city over year.

8. The areas that S&R Members want to prioritise over the coming year include:

<p>Continuous development of our system of democratic committee governance</p>	<p>Working alongside the Governance Committee, continue to develop our model and how we modernise and embed the committee system.</p> <p>Embed approaches and policies and need to support Member development</p>
<p>Establish a new strategic framework for the city and organisation</p>	<p>Endorsement of the City Goals as they are developed during the summer, which will provide a shared, co-developed statement of our collective ambitions for Sheffield</p> <p>Development of a new 5-year Corporate Plan for the organisation which connects to the developing City Goals, sets out what we want to achieve and our priorities and gives clear direction for the whole council, citizens and partners</p>
<p>Cost of living crisis</p>	<p>Continuing and strengthening Sheffield’s citywide response to the cost of living crisis, working with communities and partners to support the people of Sheffield, communities businesses.</p>
<p>Leading the ongoing development and improvement of the organisation, including its governance</p>	<p>This includes:</p> <ul style="list-style-type: none"> • Lowcock Report - taking forward the actions to deliver the wider recommendations in the Lowcock Report to ensure good progress has been made by the end of the year, with a clear approach to monitoring achievement of these. • Future Sheffield - overseeing our 3-year organisational change programme which will be focused on becoming the organisation that we need to be to continue to deliver for the people of Sheffield alongside rapid service improvement activity where needed. • LGA Peer Challenge – ensuring the delivery of the LGA Peer Challenge Action Plan, as agreed by S&R Committee in March 2023. • Race Equality Commission – working with city partners and driving SCC’s delivery of the REC recommendations in line with our SCC action plan.
<p>Street Trees recommendations and reconciliation</p>	<p>Agreeing the actions we will take forward to deliver the wider recommendations in the Lowcock Report to ensure good progress has been made by the end of the year, with a clear approach to monitoring achievement of these.</p>

Continuing to develop our community involvement and neighbourhood and locality working arrangements	Working with the Governance Committee to <ul style="list-style-type: none"> • consider further devolution of powers and funding to the LACs this year; • making neighbourhood working more integral to the culture of the wider organisation (including through the Future Sheffield programme); • taking further steps to ensure community voice and community development practices are developed and embedded in the ways of working for the LACs and policy committees
Customer Services Strategy	In line with our Future Sheffield transformation programme, developing a new Customer Services strategy that will be focused on the experience that the people of Sheffield have when accessing our services.
Budget delivery and medium-term financial stability	To agree a medium term financial plan (MTFP), and, working with the Finance Committee, oversee delivery of agreed savings and development of budget proposals for 2024/25 – 2026/27 in line with the emerging Corporate Plan priorities
SYMCA relationship	We will work collaboratively with the MCA as part of our regular approach to delivering for Sheffield. This will include taking forward our Inclusive Economic Plan as our place-based plan which will feed into the MCA's broader economic strategy.

9. These are reflected in the S&R Committee's workplan that is attached to the report in Appendix 1.

How does this decision contribute?

10. This sets out the S&R Committee's proposed workplan for the year ahead. It is a live document that reflects issues that S&R Members want to lead alongside Policy Committees as set out in the 2023/24 Strategic Framework. These commitments are vital to leading the transformation of the council and delivering for the people of Sheffield.
11. By developing a new S&R workplan and regularly overviewing the other Policy Committee workplans, S&R is responding to the challenge in the Governance Committee's Six Month Review of the Committee System, requiring S&R to fulfil its role of providing strategic direction for the Committee System.

Has there been any consultation?

12. Citizen, partner and stakeholder engagement is fundamental to our way of working and will form a crucial part of the work of all Policy Committees throughout the year.

Risk analysis and implications of the decision

Equality Implications

13. There are no equality implications directly arising from this report. However, equality, diversity and inclusion implications will be fully considered as part of the items detailed in the proposed S&R workplan for 2023/24.

Financial and Commercial Implications

14. There are no financial implications directly arising from this report but the financial and resourcing implications of the items detailed in the proposed S&R workplan will be fully considered as part those individual projects and decisions.

Legal Implications

15. There are no legal implications directly arising from this report but the legal implications of the items detailed in the proposed S&R workplan will be fully considered as part those individual projects and decisions.
16. Policy Committees are required within their remits to keep their workplans under review at each meeting.
17. Under Part 3c of the constitution, 'Strategy and Resources Policy Committee may refer any issue falling within its remit to another Policy Committee for decision if it considers appropriate. This includes where matters are within its remit because they cut across other Policy Committees' remits and can do this as it discusses and agrees its workplan each meeting.

Climate Implications

18. There are no climate implications directly arising from this report but the climate implications of the items detailed in the proposed S&R workplan will be fully considered as part those individual projects and decisions.

Alternative options considered

19. The following options were considered:
 - **Do nothing** – this was dismissed as Policy Committees are required to set out and regularly review their workplans under the SCC Constitution. It is

essential that citizens, Members and officers are able to see what decisions a Committee plans to take and when.

- **Strategy and Resources Committee to focus only on its own work plan** – this option was rejected as it is essential that in order to fulfil its remit the committee is able to coordinate and provide strategic oversight across the breadth of the other committees' work plans

Reasons for recommendations

20. Agreeing a workplan for the S&R Committee is an important part of the Committee's responsibilities to manage work over the coming year and demonstrate to the people of Sheffield the areas that the Committee will lead and progress this year.
21. As part of Sheffield City Council's constitution, citizens have the right to see what decisions committees will take and when.