



Report to Strategy & Resources Committee

17 April 2024

Report of: Director of Policy and Democratic Engagement

Subject: Committee Work Programme

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

Summary:

The Committee's Work Programme is attached at Appendix 1 for the Committee's consideration and discussion. This aims to show all known, substantive agenda items for forthcoming meetings of the Committee, to enable this committee, other committees, officers, partners and the public to plan their work with and for the Committee. The report also sets out the priority issues for the Committee, as agreed at the Strategy and Resources Committee meeting on 28 June 2023.

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

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

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

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

Recommendations:

1. That the priority issues for the Committee, as agreed at the meeting on 28 June 2023, and presented at Appendix 1 be noted;
2. That the Committee's work programme, as set out in Appendix 1 be agreed, including any additions and amendments identified in Part 1;
3. That approval be given to the consideration of cross cutting issues as detailed in Appendix 1 of the report; and
4. that the referral from Council (petition and resolutions) detailed in Section 2 of the report be noted and the proposed response, in particular in relation to the Five Years Since Declaring a Climate Emergency motion, set out be agreed.

Background Papers: None

Category of Report: Open

COMMITTEE WORK PROGRAMME

1.0 Prioritisation

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

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

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

2.0 References from Council or other Committees

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

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| Issue | Five Years Since Declaring A Climate Emergency |
| Referred from | Council Motion 7/2/24 |
| Details | Extract from minute: (p) request the Strategy and Resources Policy Committee to consider adding to its work programme, development of an advertising policy which does not support high carbon industries and products harmful to people and nature, such as promoted by Adfree Cities; |

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| | <p>(s) ask the Strategy and Resources Policy Committee to consider adding to its work programme, doing further work on Climate Impact Assessment processes and methodologies so that policy options can be compared on an estimated cost per tonne of CO2 saved basis; and</p> <p>(v) ask the Strategy and Resources Policy Committee to consider adding to its work programme as a matter of urgency, investigation of the practicalities of issuing Green Bonds to raise extra funding to support climate action.</p> |
| <p>Commentary/ Action Proposed</p> | <p>With regards to (p) a response was agreed at the March Strategy and Resources Policy Committee as follows:</p> <p>The Finance Committee is due to consider an Advertising and Sponsorship Policy at its next meeting on 18 March 2024. It is proposed that the Council adopts a modern authority wide policy to govern advertising and sponsorship opportunities/outputs across the City Council's assets and land. The policy will support the values and priorities of the Council, with restrictions included to support our commitments and priorities on health and the environment, while allowing for increases in income generation within the set criteria.</p> <p>It is proposed that the policy in its current draft format is restrictive of fossil fuel organisations/products, non-electric cars, and flights/flight organisations. In addition, the policy will cover products harmful to people, by restricting advertising/sponsorship of high in fat, sugar and salt (HFSS) foods & drinks, alcohol, gambling and vaping products. Details of the proposed policy are available here: Agenda for Finance Committee on Monday 18 March 2024, 2.00 pm Sheffield City Council</p> <p>With regards to (s) the following response is proposed:</p> <p>Our Climate Impact Assessment tool was developed to provide Officers with a flexible and adaptable approach that can be applied to a wide range of decisions. This is necessary as current policy requires all Committee Report with decisions that could affect 2 or more wards or have a value of over £500k must undertake a Climate impact assessment. A more detailed approach was discounted during the tools development as it was not considered as effective or applicable to the variety of reports that are taken to each of our Committees, and that a more complex tool would require additional training for report authors, as well as significant additional resource implications.</p> <p>Calculating or estimating the cost per tonne of CO2 for different report options, especially in relation to policies, strategies and supply chain emissions is a very complex task, particularly if applied across all Committee decisions. Providing the inclusion of emissions data in all Climate Impact Assessments would require both the collation of extensive data from many sources, and the expertise to translate that data into emission value. The Council is not in a position to provide this, and this approach would require significant upskilling across the</p> |

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| | <p>organisation, as well as the need to resource and recruit to specialist posts.</p> <p>We suggest that further work is undertaken to establish that in reports where an initial Climate Impact Assessment is flagging that there is a potential significant climate impact, that a more comprehensive assessment should be considered. Depending on the nature of the report, recommendation or proposal this could include a carbon / emissions assessment of the proposal, particularly where this is a infrastructure / physical development such as a building or new homes.</p> <p>In this instance, Capital Delivery Service are developing a new tool which will provide quantified operational carbon emissions for a proposed capital project. This would be completed prior to submission of the relevant Outline Business Cases, with the intention of placing CO2 emissions at the centre of decision making on capital expenditure and providing measurable metrics for quantitative evaluation purposes.</p> <p>With regards to (v) the following response is proposed:</p> <p>The Council is currently working with partners including the UK Cities Commission for Climate Investment to explore alternative funding and investment models that would support climate programmes such as large-scale domestic retrofit and net-zero neighbourhoods. Officers from Finance and the Sustainability and Climate Change team will explore the practicalities of issuing green bonds and will report back to the Strategy and Resources Committee with their initial findings by September.</p> <p>(Proposed response details provided by Mark Whitworth, Sustainability and Climate Change Service Manager).</p> |
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3.0 Member engagement, learning and policy development outside of Committee

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

Appendix 1 – Work Programme

Priority Issues for 2023/34:

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| Continuous development of our system of democratic committee governance | Working alongside the Governance Committee, continue to develop our model and how we modernise and embed the committee system. Embed approaches and policies and need to support Member development |
| Establish a new strategic framework for the city and organisation | 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 |
| | 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 |
| Cost of living crisis | 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. |
| Street Trees recommendations and reconciliation | 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. |
| Continuing to develop our community involvement and neighbourhood and locality working arrangements | Working with the Governance Committee to <ol style="list-style-type: none"> 1. consider further devolution of powers and funding to the LACs this year; 2. making neighbourhood working more integral to the culture of the wider organisation (including through the Future Sheffield programme); 3. 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 |
| Future Sheffield - our 3-year organisational change plan | Overseeing the 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. |
| 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. |

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

| New Items | Proposed Date | Note |
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| Network Services Contract Award – Software Defined Wide Area Network (SD WAN) Service | April 2024 | A new contract is necessary as the current contract terminates at the end of May with no avenue for extension. |
| Amended Items | | |
| None | | |

Cross-Cutting Issues requiring S&R Steer:

| Item | Committee | Proposed Date | Note |
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Outstanding responses to Full Council Motions:

| Item | SLT lead officer | Proposed Date | Note |
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| Risk and Opportunities Framework NOTE: Members Q 5/7/23 | Claire Taylor | TBC | Response: To be picked up as part of revised risk management arrangements, as part of a suite of supporting plans that will align with the Council Plan. |
| Reaffirming Sheffield as a City of Sanctuary (Council Motion 5/7/23) | Lorraine Wood/ Beth Storm | TBC | “Requests that the Strategy and Resources Policy Committee considers adding to its work programme consideration of the Council’s relationship with the Home Office and immigration enforcement, and an assessment of its current practices and the impact of the Hostile Environment policy on inclusion, equality and cohesion in Sheffield” |
| Opposing Minimum Service Levels | Caroline Nugent | June 2024 | Council 6/2/23. Item 3 – paragraph (c)(i) - to ask the Strategy and Resources Policy Committee to consider how the Council will, if it can use provisions in the Act, including the discretion not to issue work notices, continue to protect the rights of its workers to strike and how it should be reflected in our policies, such as the ethical procurement policy. Response: Report being prepared for consideration at S&R in June |
| Petition: Seeking the creation of a dedicated BAMER (Black, Asian, Minority Ethnic and | James Henderson / Lorraine Wood | TBC | The issues raised by the petition to be the subject of a report to a future Strategy & Resources Policy Cttee. |

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| Refugee) Community Infrastructure Fund | | | |
| Debate on a petition requesting the Council to “Stand with Palestine” | James Henderson | June 2024 | RESOLVED: That this Council refers the petition to the Strategy and Resources Policy Committee for consideration of all aspects of the petition. (NOTE: In taking the decision to refer the petition to the Strategy and Resources Policy Committee, the Council was assured by the Chair of the Committee (Councillor Tom Hunt) that the Committee would give proper consideration to each constituent part of the petition to assess what actions the Council would legally be able to take in support of the petition, and that a cross party task and finish working group of members of the Strategy and Resources Policy Committee would be convened to oversee that work. The Chair of the Committee gave an additional assurance to develop a cross-party statement of solidarity to be issued as soon as possible and before the start of the pre-election period on 26th March 2024.) |

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

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

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| Topic | None |
| Description | |
| Lead Officer/s | |
| Item suggested by | <i>Officer, Member, Committee, partners, public question, petition etc</i> |
| Type of item | <i>Referral to decision-maker/Pre-decision (policy development/Post-decision (service performance/ monitoring)</i> |
| Prior member engagement/ development required | |
| Public Participation/ Engagement approach <i>(with reference to toolkit in Appendix 3)</i> | |
| Lead Officer Commentary/Proposed Action(s) | |

Part 3: Agenda Items for Forthcoming Meetings

| Meeting (23/24) | 17 April 24 | Time | | | | |
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| Topic | Description | Lead Officer/s | Type of item | Prior member engagement/ development required | Public Participation/ Engagement approach | Final decision-maker (& date) |
| Council Performance Framework | The council requires a refresh of its Performance Framework following the publication of the new Council Plan. | James Ford | | Knowledge briefing. | None | This Committee |
| Joint Ombudsman Complaint Handling Code | The Local Government & Social Care (LGSCO) & Housing Ombudsman (HO) Ombudsman are currently consulting with Local Authorities regarding the implementation of a new Joint Complaint Handling Code which will become a statutory code by 1 April 2024. The consultation period will end on 23 November 2023 and we are required to provide 'a single co-ordinated and complete response.' | Corleen Bygraves-Paul/ Jen Everill/ Paul Taylor | Decision | The consultation response must include: Chief Exc.; Monitoring Officer; Member(s) responsible for complaint performance within the Council; Director/Senior officer responsible for complaint handling; Director of Housing (If applicable). | This consultation represents an opportunity for interested persons and organisations to provide feedback about the operation of the Code and to influence development of the regime for monitoring compliance with it. This includes, HOS's statutory consultees, private registered providers, local authority registered providers, voluntary members of the Scheme, tenants and residents, and any other stakeholders who have an interest in social housing in England. The government's launch of 'Making It Right' campaign on 9 October 2023, also encourages tenants to report issues and make complaints to address hazards in their home. The government wants to inform tenants of their rights and ensure they escalate complaints to the Housing Ombudsman if concerns are not addressed swiftly or appropriately. | This Committee |

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| Future Sheffield – Digital Strategy & Customer Engagement Strategy | This report proposes a new Customer Engagement Strategy and Digital Strategy to be delivered under the Future Sheffield Programme, the Council’s four-year transformation programme, which is aimed at improving service effectiveness and delivery across the organisation whilst creating a robust long-term financial plan for the Council. | Mike Weston/Tom Smith (Laura Reynolds) | Decision | Future Sheffield Members Group | TBC | This Committee |
| Network Services Contract Award – Software Defined Wide Area Network (SD WAN) Service | To seek Members approval to award a contract for the implementation and support of our future Network Solution. | Jon Raynor | Decision | Internal ICT SMT and DLT Meetings | N/A | This Committee |
| Heart of the City 2 | To provide an update on the Heart of the City 2 project. | Philip Gregory | Decision | | | This Committee |

| Meeting 1 (24/25) | May 24 | Time | | | | |
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| Topic | Description | Lead Officer/s | Type of item | Prior member engagement/ development required | Public Participation/ Engagement approach | Final decision-maker (& date) |
| Response to Council Motion “Opposing Minimum Service Levels” Date TBC | | Caroline Nugent | | | | |

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| S&R Committee Climate Statement | | Mark Whitworth | | | | |
| Response to the petition requesting the Council to “Stand with Palestine” | | James Henderson | | | | |

| Meeting 2 (24/25) | June 24 | Time | | | | |
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| Topic | Description | Lead Officer/s | Type of item | Prior member engagement/ development required | Public Participation/ Engagement approach | Final decision-maker (& date) |
| Sheffield City Goals Update | S&R in January agreed that an update on progress and next steps would be given after 6 months. | James Henderson/ Diana Buckley | Update Report | | | This Committee |

| Items which the committee have agreed to add to an agenda, but for which no date is yet set. | | | | | | |
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| Topic | Description | Lead Officer/s | Type of item | Prior member engagement/ development required | Public Participation/ Engagement approach | Final decision-maker (& date) |
| Street Tree Inquiry Report Progress | S&R have agreed to receive a report against progress on actions during winter 2023 and summer 2024 . | James Henderson | Progress Reports | | | This Committee |

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| Domestic and Sexual Abuse Annual Report 23/24 (Oct 24) | Report of the work of the DACT team, others across the council and partners on domestic and sexual abuse | Alison Higgins | Decision | None | Partners and stakeholders will be invited to submit information | Cross cutting issue: Domestic and Sexual abuse, violence against women and girls, affect both adults of all ages, including those with a range of vulnerabilities, and children and young people. |
| Violence against Women and Girls, Domestic and Sexual Abuse Strategy (November 24) | It is proposed to produce a strategy covering all of Violence Against Women and Girls, Domestic and Sexual Abuse next year to cover the period 2024 to 2027 (in line with statutory requirements). | Alison Higgins | Decision | Political group briefings and committee briefings – in writing then in person if needed. | There will be consultation with stakeholders and the public, building on consultation already undertaken this year specifically in relation to domestic abuse. | These issues affect staff as well as customers and the general public. The White Ribbon Accreditation requires us to have a strategic whole council response to these issues. Although this work sits under Adult Health and Social Care – decision to be taken by Strategy & Resources? |
| Civic Honours | To bring forward a further paper for decision. | James Henderson/ Jason Dietsch | | | | This Committee/Governance Cttee? |
| Community Buildings Policy | S&R 12/3/24 agreed to submit revised Community Buildings Policy within 12 months | Sean Mclean/ Tom Smith/ Peter Bartle | Decision | | | This Committee |
| Growth Plan | S&R 12/3/24 agreed to consider the draft Growth Plan in late Summer 2024. | Andy Kempster | Decision | | | This Committee |
| Housing Revenue Account (HRA) Business Plan and HRA Budget 2025/26 | S&R January 2025 | Ajman Ali | Rec to Council | | | Full Council February 2025 |
| Revenue Budget and Capital | S&R February 2025 | Phillip Gregory | Rec to Council | | | Full Council March 2025 |

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| Programme 2025-26 | | | | | | |
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Note:

- Type of item = Decision; Referral to decision-maker; Pre-decision (policy development); or Post-decision (service performance/ monitoring).
- Final decision-maker = This Committee; Another Cttee; Full Council; or Officer decision

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

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

All agenda items will anyway be supported by the following:

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

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

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

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

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

Appendix 3 – Public engagement and participation toolkit

Public Engagement Toolkit

On 23 March 2022 Full Council agreed the following:

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

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

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

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

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

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

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