

From: [REDACTED] (CEX)
To: [REDACTED] cfps.org.uk
Subject: Sheffield City Council - OSMC meeting 26th November
Date: 04 November 2019 14:53:25

Hi [REDACTED]

Good to talk to you earlier.

As discussed on the phone, we're planning for the meeting on the afternoon of the 26th November to start with a 'panel' discussion/evidence session with experts on Governance. At the moment that is you, [REDACTED] from INLOGOV, and [REDACTED] from the LGA.

The purpose of the session will be to consider what makes good decision making systems, what we can learn from best practice, and to understand the strengths and weaknesses of Committee vs Leader and Cabinet models. The Committee is ultimately looking to develop principles that should underpin any decision making structure that we operate, and will be looking at speed of decision making, cross party member decision making, delegations, openness, transparency & accountability, scrutiny and checks and balances, forward planning of decisions and cost – so any views on these areas would be particularly welcome.

If you'd be able to provide any written evidence in advance that would be great – and allow us to use the session on the 26th for discussion and questions rather than presenting information. We've got an online call for evidence that you could use - <https://sheffield.citizenspace.com/policy-improvement/osmcgov> or via email – whatever is more convenient. I'd need it by the morning of the 18th November in order to publish it with the meeting papers.

The meeting will take place on Tuesday 26th November, Sheffield Town Hall, 1-3.30pm (but recognise you need to leave before 3pm) – if you need any other information please don't hesitate to get in touch!

Kind regards

[REDACTED]

[REDACTED] [REDACTED]

Policy and Improvement Officer
Policy, Performance and Communications Service
Sheffield City Council, Town Hall, Pinstone Street, Sheffield, S1 2HH

Telephone: 0114 [REDACTED]

Email: [REDACTED] [\[REDACTED\]@sheffield.gov.uk](mailto:[REDACTED]@sheffield.gov.uk)

www.sheffield.gov.uk

From: [REDACTED] [\(CEX\)](#)
To: [REDACTED]
Subject: Accepted: Sheffield Gov Rev - Call

Great- thanks [REDACTED] will call you Monday.

[REDACTED]

From: [REDACTED] (CEX)
To: [REDACTED]
Subject: Accepted: Sheffield Gov Rev - Call

From: [REDACTED] (CEX)
To: [REDACTED] [cfps.org.uk](mailto:[REDACTED]@cfps.org.uk); [REDACTED] [bham.ac.uk](mailto:[REDACTED]@bham.ac.uk); [REDACTED] [local.gov.uk](mailto:[REDACTED]@local.gov.uk)
Subject: Agenda and papers for OSMC - 26th November.
Date: 20 November 2019 11:59:47

Dear all

Please find a link to the agenda and papers for Sheffield's Overview and Scrutiny Management Committee on Tuesday 26th November, at 1pm.

<http://democracy.sheffield.gov.uk/ieListDocuments.aspx?CId=139&MId=7518&Ver=4>

We'll be in the Conference Room of the Town Hall.

If you need anything further please don't hesitate to get in touch – I'm now out of the office until Monday, but can pick up any issues on my return.

Thanks

[REDACTED]

[REDACTED] [REDACTED]

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Telephone: 0114 [REDACTED]

[REDACTED] sheffield.gov.uk

www.sheffield.gov.uk

P Please don't print this e-mail unless you really need to

From: [REDACTED]
To: [REDACTED] (CEX)
Subject: Can you help us to understand and improve scrutiny for you?
Date: 31 October 2019 12:09:34

Dear [REDACTED]

We have a favour to ask of you!

As a local government practitioner, we need you to complete our 2019 [oversight and scrutiny survey](#), and forward this email or spread the word to your fellow council officers and members.

We want to have – and we want you to have – the fullest possible picture of scrutiny across the country so we can work on improving it for all.

Why should you devote your time to filling this survey in for us?

- Because, the survey takes less than 15 minutes and it will help us - and you - to understand the challenges you face, and how you can overcome them;
- Because, together, the responses will give you the kinds of insight you need to reflect on how you do your work in light of the new Government scrutiny guidance;
- Because having robust information about scrutiny and its effectiveness helps us to argue the case for scrutiny and its role both to national bodies, and to the leaderships of your own authorities.

And if that isn't enough to convince you... when you've completed the survey, you'll be entered into a draw for free tickets to our [Driving Smarter Scrutiny](#) conference on December 3rd (a saving of £275)!

The closing date is the end of the day on 15th November, but don't put it off!

If you have a moment, [do the survey now](#).

We'll be publishing our initial findings at our conference in December, and a detailed report setting out more comprehensive information towards the end of January.

We hope you see the value of your professional experience and opinions to us here at the Centre for Public Scrutiny, and we look forward to working with you in the future.

Kind regards,

[REDACTED]

[REDACTED] | **Research Officer**

Centre for Public Scrutiny Ltd | 77 Mansell Street | London | E1 8AN

Tel: 020 [REDACTED]

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[Click here](#) to complete our annual survey for a chance to **win free tickets** to our conference

DRIVING SMARTER SCRUTINY

**National Local Government Conference
3rd December 2019**

The Kings Fund, 11-13 Cavendish Square
London W1G 0AN

www.cfps.org.uk/driving-smarter-scrutiny

From: [REDACTED] (CEX)
To: [REDACTED] <[REDACTED]@cfps.org.uk>
Subject: RE: Sheffield City Council - OSMC meeting 26th November
Date: 18 November 2019 11:41:22
Importance: High

Hi [REDACTED]

Hope all is well with you.

We're publishing the papers for the OSMC evidence gathering session next week this afternoon. I'll attach the CfPS documents, Musical Chairs and Rethinking Governance as background information for the Committee – if there is anything further that you'd like to put in writing I'll need it by approx. 2pm.

I'll send through the link to the agenda and papers for the meeting once they are published.

Thanks

[REDACTED]

From: [REDACTED] (CEX)
Sent: 04 November 2019 14:53
To: [REDACTED] <[REDACTED]@cfps.org.uk>
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[REDACTED]

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From: [REDACTED]
To: [REDACTED] (CEX)
Subject: RE: Agenda and papers for OSMC - 26th November.
Date: 20 November 2019 14:50:31

Thank you [REDACTED]

[REDACTED] | Head of Consultancy

Centre for Public Scrutiny Ltd | 77 Mansell Street | London | E1 8AN

Tel: [REDACTED] (preferred)

Tel: 020 7543 5627 (Main office)

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Follow [@cfpscrutiny](https://twitter.com/cfpscrutiny) -

CfPS is a registered charity: number 1136243

<https://cfpsevents.eventhq.co.uk/local-government-scrutiny-conference2019>

From: [REDACTED] (CEX) <[REDACTED]@sheffield.gov.uk>
Sent: 20 November 2019 12:00
To: [REDACTED] <[REDACTED]@cfps.org.uk>; [REDACTED] ([REDACTED]@bham.ac.uk) <[REDACTED]@bham.ac.uk>; [REDACTED] ([REDACTED]@local.gov.uk) <[REDACTED]@local.gov.uk>
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www.sheffield.gov.uk

From: [REDACTED] (CEX)
To: [REDACTED]
Subject: RE: Governance Public Event
Date: 06 November 2019 12:24:17

Hi [REDACTED]

No, we're still going ahead on the 26th November – he must be referring to something else.

Thanks

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@cfps.org.uk]
Sent: 06 November 2019 11:49
To: [REDACTED] (CEX)
Subject: FW: Governance Public Event

Hi [REDACTED]

I wondered if the comment below referred to your event on 26th ?

From: [REDACTED]@aol.com [REDACTED]@aol.com>
Sent: 06 November 2019 11:33
To: [REDACTED] <[REDACTED]@cfps.org.uk>
Subject: Governance Public Event

Dear [REDACTED]

Just a brief formal thank you for being a guest speaker at the event. You expressed the complexity of the issues clearly and yet the need to take a simpler view of what we want to achieve alongside the systemic issues was also well taken. I hope you found the experience useful.

I'm also happy to take any feedback on the event, particularly in view of the GE now delaying the event on Community Engagement originally planned for this month.

Thanks again,

[REDACTED]

[REDACTED]

e-mail [REDACTED]
tel; [REDACTED]

From: [REDACTED] (CEX)
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Sheffield City Council - Governance Referendum
Date: 30 October 2019 09:35:54

Hi [REDACTED]

I'm only going to be in the office until 5pm today – so depends what time you were planning on coming up..... I only work the first part of the week so am available Monday, Tuesday or Wednesday next week for a phone call?

First hour and a half on the 26th would be great – we can make that work.

Hope the event tonight goes well....

Thanks very much

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@cfps.org.uk]
Sent: 30 October 2019 09:21
To: [REDACTED] (CEX)
Cc: [REDACTED]
Subject: RE: Sheffield City Council - Governance Referendum

Hi [REDACTED]

I will try to arrive a little earlier tomorrow if you will be around, or else speak on a call. I can make the 26th. But I would need to make the station for a 3pm train. So I could do the first 1.5 hours if that would work.

Many thanks

[REDACTED]

From: [REDACTED] (CEX) <[REDACTED]@sheffield.gov.uk>
Sent: 29 October 2019 13:37
To: [REDACTED] <[REDACTED]@cfps.org.uk>; [REDACTED] <[REDACTED]@cfps.org.uk>
Subject: RE: Sheffield City Council - Governance Referendum

Thanks [REDACTED] [REDACTED] – that's great.

[REDACTED] – I understand you're coming up to Sheffield tomorrow for the Big City Conversation event tomorrow – are you likely to have any time for a quick chat about this work before then?? Or shall we book a slot for a phone call next week?

Thanks

[REDACTED]

From: [REDACTED] [[mailto:\[REDACTED\]@cfps.org.uk](mailto:[REDACTED]@cfps.org.uk)]
Sent: 24 October 2019 17:23
To: [REDACTED] (CEX); [REDACTED]
Cc: [REDACTED]
Subject: RE: Sheffield City Council - Governance Referendum

Hi [REDACTED]

My colleague [REDACTED] is likely to be your person for 26/11. I may be able to do it, but have other commitments around that time and don't want to let you down at the last minute.

Obviously very keen to be involved and to support you in whatever capacity we can. The referendum process has proven somewhat challenging for other authorities who have gone through it (particularly where referendums have resulted in a vote for governance change where the council, politically, is not in favour of such a change).

[REDACTED]

From: [REDACTED] (CEX) <[\[REDACTED\]@sheffield.gov.uk](mailto:[REDACTED]@sheffield.gov.uk)>
Sent: 23 October 2019 12:55
To: [REDACTED] <[\[REDACTED\]@cfps.org.uk](mailto:[REDACTED]@cfps.org.uk)>; [REDACTED]
<[\[REDACTED\]@cfps.org.uk](mailto:[REDACTED]@cfps.org.uk)>
Subject: FW: Sheffield City Council - Governance Referendum

Hi [REDACTED] [REDACTED]

I'm aware you've both been contacted by different bits of Sheffield City Council about activity in the run up to our referendum on governance models with requests for involvement – and thought it might be helpful to get in touch and explain a bit more about what's going on and attempt to join it up

My colleague James Henderson has been in touch regarding a public event being run as part of Sheffield's 'Big City Conversation', by a local Community Activist, [REDACTED] who is keen to get a range of perspectives on governance including CfPS. He intends to hold this meeting in the next couple of weeks, and then feed the findings from this event into the Scrutiny work being carried out by the Overview and Scrutiny Management Committee.....

This is a slightly longer term, more detailed piece of work being carried out by our Overview and Scrutiny Management Committee, developing a set of principles on which any future decision making structure should be based, and considering the relative strengths and weaknesses of different decision making structures. As part of this, the Committee are really keen to hear from experts in Local Authority Governance – particularly the CfPS – around best practice and what 'good' decision making looks like – similar to the ask for the Big City Conversation – but a more detailed examination, carried out by elected members taking a Select Committee style approach.

We're starting to put together a timetable for this, and currently have a meeting scheduled for Tuesday 26th November, 1-5pm. If there's any possibility that the CfPS might be able to field a representative for this session I'd be happy to talk through in a bit more detail? Recognise that this will fall in your busy period running up to the Annual Conference, but we'd be hugely grateful for any involvement – your reputation precedes you and the campaigners who organised the petition and our Councillors are really keen to draw on your expertise to inform this work.

Thanks very much

██████████

██████████

████████████████████

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Telephone: 0114 ██████████

Email: ██████████ [sheffield.gov.uk](mailto:██████████@sheffield.gov.uk)

www.sheffield.gov.uk

P Please don't print this e-mail unless you really need to

From: ██████████ (CEX)
Sent: 21 October 2019 16:06
To: ██████████@cfps.org.uk
Subject: Sheffield City Council - Governance Referendum

Hi ██████████

Hope all well with you.

You may be aware that Sheffield will be holding a referendum on moving to a Committee System in May next year. The Overview and Scrutiny Management Committee – for which I am the officer support – is doing some work with the Deputy Leader aiming to develop a set of principles on which any future decision making structure should be based, and considering the strengths and weaknesses of different decision making structures.

At its meeting last week, the OSMC agreed its approach - we're planning a 'select committee' type approach – site visits to councils who run Committee Systems, and alternative approaches to Leader/Cabinet/Scrutiny – and 'hearings' where we'll invite a range of people to give evidence to the Committee. Timescales are tight – we need to have a final report ready before Christmas, in order that it can be debated at Full Council in January.

We're really keen to invite CfPS along to one of our hearings to give evidence about key features of good decision making systems, and the relative benefits of Committee Systems and Strong Leader models. Is this something you'd be willing to get involved with? Dates are being tentatively diarised at the moment – so if you are willing could we have a chat over the phone to make sure we have a date that would be convenient, and are covering the right issues?? I could give you a call any time tomorrow afternoon – or any time on Wednesday?

Thanks very much

[REDACTED]

[REDACTED]

[REDACTED]

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To: [REDACTED] (CEX)
Cc: [REDACTED]
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Many thanks

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Sent: 29 October 2019 13:37
To: [REDACTED] <[REDACTED]@cfps.org.uk>; [REDACTED] <[REDACTED]@cfps.org.uk>
Subject: RE: Sheffield City Council - Governance Referendum

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[REDACTED]

[REDACTED]

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From: [REDACTED] (CEX)
To: [REDACTED]
Subject: RE: Sheffield City Council - Governance Referendum
Date: 29 October 2019 13:37:02

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Thanks very much

■■■■

■■■■

■■■■■■■■■■

Policy and Improvement Officer
Policy, Performance and Communications Service
Sheffield City Council, Town Hall, Pinstone Street, Sheffield, S1 2HH

Telephone: 0114 ■■■■

Email: ■■■■ [sheffield.gov.uk](mailto:■■■■@sheffield.gov.uk)

www.sheffield.gov.uk

P Please don't print this e-mail unless you really need to

From: ■■■■ (CEX)
Sent: 21 October 2019 16:06
To: ■■■■ cfps.org.uk'
Subject: Sheffield City Council - Governance Referendum

Hi ■■■■

Hope all well with you.

You may be aware that Sheffield will be holding a referendum on moving to a Committee System in May next year. The Overview and Scrutiny Management Committee – for which I am the officer support – is doing some work with the Deputy Leader aiming to develop a set of principles on which any future decision making structure should be based, and considering the strengths and weaknesses of different decision making structures.

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Thanks very much

[REDACTED]

[REDACTED]

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Sheffield City Council, Town Hall, Pinstone Street, Sheffield, S1 2HH

Telephone: 0114 [REDACTED]

Email: [REDACTED] [\[REDACTED\]@sheffield.gov.uk](mailto:[REDACTED]@sheffield.gov.uk)

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From: [REDACTED] (CEX)
To: [REDACTED]
Subject: RE: Sheffield City Council - Governance Referendum
Date: 29 October 2019 13:37:02

Thanks [REDACTED] – that's great.

[REDACTED] – I understand you're coming up to Sheffield tomorrow for the Big City Conversation event tomorrow – are you likely to have any time for a quick chat about this work before then?? Or shall we book a slot for a phone call next week?

Thanks

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@cfps.org.uk]
Sent: 24 October 2019 17:23
To: [REDACTED] (CEX); [REDACTED]
Cc: [REDACTED]
Subject: RE: Sheffield City Council - Governance Referendum

Hi [REDACTED]

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[REDACTED]

From: [REDACTED] (CEX) <[REDACTED]@sheffield.gov.uk>
Sent: 23 October 2019 12:55
To: [REDACTED] <[REDACTED]@cfps.org.uk>; [REDACTED]
<[REDACTED]@cfps.org.uk>
Subject: FW: Sheffield City Council - Governance Referendum

Hi [REDACTED]

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[REDACTED]

[REDACTED]

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Telephone: 0114 [REDACTED]

Email: [REDACTED] [\[REDACTED\]@sheffield.gov.uk](mailto:[REDACTED]@sheffield.gov.uk)

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From: [REDACTED]
To: [REDACTED] (CEX); [REDACTED]
Cc: [REDACTED]
Subject: RE: Sheffield City Council - Governance Referendum
Date: 24 October 2019 17:23:22

Hi [REDACTED]

My colleague [REDACTED] is likely to be your person for 26/11. I may be able to do it, but have other commitments around that time and don't want to let you down at the last minute.

Obviously very keen to be involved and to support you in whatever capacity we can. The referendum process has proven somewhat challenging for other authorities who have gone through it (particularly where referendums have resulted in a vote for governance change where the council, politically, is not in favour of such a change).

[REDACTED]

From: [REDACTED] (CEX) <[REDACTED]@sheffield.gov.uk>
Sent: 23 October 2019 12:55
To: [REDACTED] <[REDACTED]@cfps.org.uk>; [REDACTED]
<[REDACTED]@cfps.org.uk>
Subject: FW: Sheffield City Council - Governance Referendum

Hi [REDACTED] E [REDACTED]

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Thanks very much

██████████

██████████

████████████████████

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From: ██████████ (CEX)
Sent: 21 October 2019 16:06
To: ██████████@cfps.org.uk'
Subject: Sheffield City Council - Governance Referendum

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Thanks very much

[REDACTED]

[REDACTED]

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From: [REDACTED]
To: [REDACTED] (CEX)
Subject: RE: Sheffield City Council - Governance Referendum
Date: 30 October 2019 09:54:27

Hi [REDACTED]

I have just send a request for a call on Monday. Hope that is Ok.

[REDACTED]

From: [REDACTED] (CEX) <[REDACTED]@sheffield.gov.uk>
Sent: 30 October 2019 09:36
To: [REDACTED] <[REDACTED]@cfps.org.uk>
Cc: [REDACTED] <[REDACTED]@cfps.org.uk>
Subject: RE: Sheffield City Council - Governance Referendum

Hi [REDACTED]

I'm only going to be in the office until 5pm today – so depends what time you were planning on coming up..... I only work the first part of the week so am available Monday, Tuesday or Wednesday next week for a phone call?

First hour and a half on the 26th would be great – we can make that work.

Hope the event tonight goes well....

Thanks very much

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@cfps.org.uk]
Sent: 30 October 2019 09:21
To: [REDACTED] (CEX)
Cc: [REDACTED]
Subject: RE: Sheffield City Council - Governance Referendum

Hi [REDACTED]

I will try to arrive a little earlier tomorrow if you will be around, or else speak on a call. I can make the 26th. But I would need to make the station for a 3pm train. So I could do the first 1.5 hours if that would work.

Many thanks

[REDACTED]

From: [REDACTED] (CEX) <[REDACTED]@sheffield.gov.uk>
Sent: 29 October 2019 13:37
To: [REDACTED] <[REDACTED]@cfps.org.uk>; [REDACTED] <[REDACTED]@cfps.org.uk>
Subject: RE: Sheffield City Council - Governance Referendum

Thanks [REDACTED] [REDACTED] – that's great.

■ – I understand you're coming up to Sheffield tomorrow for the Big City Conversation event tomorrow – are you likely to have any time for a quick chat about this work before then?? Or shall we book a slot for a phone call next week?

Thanks

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From: ■ [mailto:■@cfps.org.uk]
Sent: 24 October 2019 17:23
To: ■ (CEX); ■
Cc: ■
Subject: RE: Sheffield City Council - Governance Referendum

Hi ■

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To: ■ <■@cfps.org.uk>; ■
<■@cfps.org.uk>
Subject: FW: Sheffield City Council - Governance Referendum

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From: ■ (CEX)

Sent: 21 October 2019 16:06

To: ■@cfps.org.uk'

Subject: Sheffield City Council - Governance Referendum

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[REDACTED]

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From: [REDACTED]
To: [REDACTED] (CEX)
Subject: Re: Sheffield Scrutiny yesterday
Date: 27 November 2019 11:46:51

Hi [REDACTED]

It was a pleasure to assist. Hope it goes well, let me know if we can help.

[REDACTED]

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From: [REDACTED] (CEX) <[REDACTED]@sheffield.gov.uk>
Sent: Wednesday, November 27, 2019 11:41:15 AM
To: [REDACTED] <[REDACTED]@cfps.org.uk>
Subject: Sheffield Scrutiny yesterday

Hi [REDACTED]

I just wanted to pass on the Committee's thanks for coming to the meeting yesterday – they really valued your contribution.

I hope your journey back went smoothly.

Thanks again

[REDACTED]

[REDACTED]

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From: [REDACTED] (CEX)
To: [REDACTED] [cfps.org.uk](mailto:[REDACTED]@cfps.org.uk)
Subject: Sheffield City Council - Governance Referendum
Date: 21 October 2019 16:05:45

Hi [REDACTED]

Hope all well with you.

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Thanks very much

[REDACTED]

[REDACTED] [REDACTED]

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Email: [REDACTED] [sheffield.gov.uk](mailto:[REDACTED]@sheffield.gov.uk)

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To: [REDACTED] [cfps.org.uk](mailto:[REDACTED]@cfps.org.uk)
Subject: Sheffield City Council - Governance Referendum
Date: 21 October 2019 16:05:45

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[REDACTED] [REDACTED]

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Date: 27 November 2019 11:41:15

Hi [REDACTED]

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Thanks again

[REDACTED]

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[REDACTED]
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From: [Henderson James \(CEX\)](#)
To: [REDACTED]
Cc: [Duckworth Gillian \(CEX\)](#); [REDACTED]
Subject: RE: Sheffield City Council - Big City Conversation
Date: 25 October 2019 09:46:00

Hi [REDACTED]

Thanks for your note and thank you for agreeing to attend the event next week – much appreciated. Yes, I think a phone call beforehand would be useful, and I'd like to include my colleague Gillian Duckworth (Director of Legal and Governance) if possible. I will ask [REDACTED] to liaise with you on diary slots.

Thanks,
James

From: [REDACTED] [mailto:[REDACTED]@cfps.org.uk]
Sent: 24 October 2019 19:11
To: Henderson James (CEX)
Subject: RE: Sheffield City Council - Big City Conversation

Hi James

I am the CfPS representative for next Wednesday evening. It would be useful to arrange a short conversation beforehand if that is possible please.

I am fairly committed up to Tuesday but if that would be ok it would suit me otherwise I think Monday around 12.30 would work.

Many thanks

[REDACTED]

[REDACTED] | Head of Consultancy & Development

Centre for Public Scrutiny Ltd | 77 Mansell Street | London | E1 8AN

Tel: [REDACTED]

Tel:

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<https://cfpsevents.eventhq.co.uk/local-government-scrutiny-conference2019>

From: Henderson James (CEX) <xxxxxx.xxxxxxxxxx@xxxxxxxxxx.xxx.xx>
Sent: 23 October 2019 07:19
To: [REDACTED] <[\[REDACTED\]@cfps.org.uk](mailto:[REDACTED]@cfps.org.uk)>
Subject: RE: Sheffield City Council - Big City Conversation

Hi [REDACTED]

Many thanks for your response and for organising this – hugely appreciated. Yes, we will be happy to reimburse reasonable travel costs of course.

Best wishes,
James

From: [REDACTED] [[mailto:\[REDACTED\]@cfps.org.uk](mailto:[REDACTED]@cfps.org.uk)]
Sent: 22 October 2019 18:44
To: Henderson James (CEX)
Subject: Re: Sheffield City Council - Big City Conversation

Hi James, we will be able to provide a representative, just waiting to confirm who - either [REDACTED] or [REDACTED] Both very experienced.

I should be able to confirm tomorrow and I'll leave them to let you know if they want a call in advance.

One of quick question, will you be able to cover any travel costs?

Thanks, [REDACTED]

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[REDACTED]
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Tel: [REDACTED]
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CfPS is a registered charity: number [1136243](#)

On 22 Oct 2019, at 12:46, Henderson James (CEX) <xxxxx.xxxxxxxxxx@xxxxxxxxxx.xxx.xx> wrote:

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James Henderson
Director of Policy, Performance and Communications
Sheffield City Council

0114 [REDACTED]
[REDACTED]

xxxx.xxxxxxxx@xxxxxxx.xxx.xx

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From: [REDACTED]
To: [Henderson James \(CEX\)](#)
Subject: Re: Sheffield City Council - Big City Conversation
Date: 22 October 2019 13:19:15

Hi James, a quick message to acknowledge receipt. I know that I can't make it as I've got a meeting in London till 4.30pm that day. Let me see if a colleague is available as we'd be keen to support if possible.

Kind regards, [REDACTED]

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[REDACTED]
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Tel: [07716 409 562](tel:07716409562)
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Do let me know if you want to discuss as I'd be happy to schedule a call.

Many thanks,
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James Henderson
Director of Policy, Performance and Communications
Sheffield City Council

0114 [REDACTED]
[REDACTED]

[x@xx](#)

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From: [REDACTED]
To: [Henderson James \(CEX\)](#)
Subject: RE: Sheffield City Council - Big City Conversation
Date: 24 October 2019 19:11:34

Hi James

I am the CfPS representative for next Wednesday evening. It would be useful to arrange a short conversation beforehand if that is possible please.

I am fairly committed up to Tuesday but if that would be ok it would suit me otherwise I think Monday around 12.30 would work.

Many thanks

[REDACTED]

[REDACTED] | Head of Consultancy & Development

Centre for Public Scrutiny Ltd | 77 Mansell Street | London | E1 8AN

Tel: [REDACTED]

Tel:

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<https://cfpsevents.eventhq.co.uk/local-government-scrutiny-conference2019>

From: Henderson James (CEX) <xxxxxx.xxxxxxxxxx@xxxxxxxxxx.xxx.xx>

Sent: 23 October 2019 07:19

To: [REDACTED] <[\[REDACTED\]@cfps.org.uk](mailto:[REDACTED]@cfps.org.uk)>

Subject: RE: Sheffield City Council - Big City Conversation

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Sent: 22 October 2019 18:44

To: Henderson James (CEX)

Subject: Re: Sheffield City Council - Big City Conversation

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[REDACTED] or [REDACTED] Both very experienced.

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From: [REDACTED]
To: [Henderson James \(CEX\)](#); [REDACTED]
Subject: RE: Sheffield City Council - Big City Conversation
Date: 23 October 2019 11:44:00

Hi James – my colleague [REDACTED] will be attending. I'll leave Ian to follow-up with you direct.
Good luck with the event.

Kind regards, [REDACTED]

From: Henderson James (CEX) <xxxxx.xxxxxxxxxx@xxxxxxxxxx.xxx.xx>
Sent: 23 October 2019 07:19
To: [REDACTED] <[REDACTED]@cfps.org.uk>
Subject: RE: Sheffield City Council - Big City Conversation

Hi [REDACTED]

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To: Henderson James (CEX)
Subject: Re: Sheffield City Council - Big City Conversation

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From: [Henderson James \(CEX\)](#)
To: [REDACTED]
Subject: RE: Sheffield City Council - Big City Conversation
Date: 23 October 2019 07:19:00

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To: Henderson James (CEX)
Subject: Re: Sheffield City Council - Big City Conversation

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Many thanks,
James

James Henderson
Director of Policy, Performance and Communications
Sheffield City Council

0114 [REDACTED]
[REDACTED]

xxxxx.xxxxxxxxxx@xxxxxxxxx.xxx.xx

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From: [REDACTED]
To: [Henderson James \(CEX\)](#)
Cc: [Duckworth Gillian \(CEX\)](#); [REDACTED]
Subject: RE: Sheffield City Council - Big City Conversation
Date: 25 October 2019 09:55:36

Thanks James
My availability is;

Monday 1-2pm or after 4pm
Tuesday 8.30-9.30am or 11-12am

I hope one slot might work for all of us.

[REDACTED]

From: Henderson James (CEX) <xxxxxx.xxxxxxxx@xxxxxxx.xxx.xx>
Sent: 25 October 2019 09:47
To: [REDACTED] <[REDACTED]@cfps.org.uk>
Cc: Duckworth Gillian (CEX) <xxxxxxx.xxxxxxxx@xxxxxxx.xxx.xx>; [REDACTED]
[REDACTED]@sheffield.gov.uk>
Subject: RE: Sheffield City Council - Big City Conversation

Hi [REDACTED],

Thanks for your note and thank you for agreeing to attend the event next week – much appreciated. Yes, I think a phone call beforehand would be useful, and I'd like to include my colleague Gillian Duckworth (Director of Legal and Governance) if possible. I will ask [REDACTED] to liaise with you on diary slots.

Thanks,
James

From: [REDACTED] [[mailto:\[REDACTED\]@cfps.org.uk](mailto:[REDACTED]@cfps.org.uk)]
Sent: 24 October 2019 19:11
To: Henderson James (CEX)
Subject: RE: Sheffield City Council - Big City Conversation

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Many thanks
Ian

[REDACTED] | **Head of Consultancy & Development**
Centre for Public Scrutiny Ltd | 77 Mansell Street | London | E1 8AN
Tel: [REDACTED]

Tel:

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<https://cfpsevents.eventhq.co.uk/local-government-scrutiny-conference2019>

From: Henderson James (CEX) <xxxxx.xxxxxxxxxx@xxxxxxxxx.xxx.xx>

Sent: 23 October 2019 07:19

To: [REDACTED] <[\[REDACTED\]@cfps.org.uk](mailto:[REDACTED]@cfps.org.uk)>

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From: [REDACTED]
To: [Henderson James \(CEX\)](#)
Subject: Re: Sheffield City Council - Big City Conversation
Date: 22 October 2019 18:44:14

Hi James, we will be able to provide a representative, just waiting to confirm who - either [REDACTED] or [REDACTED] Both very experienced.

I should be able to confirm tomorrow and I'll leave them to let you know if they want a call in advance.

One of quick question, will you be able to cover any travel costs?

Thanks, [REDACTED]

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[REDACTED]
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On 22 Oct 2019, at 12:46, Henderson James (CEX) <xxxxxx.xxxxxxxxxx@xxxxxxxxxx.xxx> wrote:

Dear [REDACTED]

Apologies for contacting you out of the blue, but I was hoping you might be able to help. You may be aware that Sheffield City Council has recently received a valid petition calling for a referendum on our form of governance (moving from Leader and Cabinet to a committee system). Following receipt of this petition, the Council, led by the Deputy Leader (Cllr Terry Fox), has begun a programme of activity that we are calling the Big City Conversation to engage people in a debate both about the specifics of the governance question facing the city, but also in a wider conversation about how they want to be involved in influencing the decisions that affect them and their communities.

As part of this Cllr Fox has asked [REDACTED], to facilitate a public event in the Town Hall to begin to explore the governance options open to the city. The output of this event would feed into the work that our Overview and Scrutiny Management Committee are doing to bring back options/recommendations to Full Council in January (you may be contacted separately by my colleague [REDACTED] about having input to the work of the scrutiny committee).

As part of the event, [REDACTED] would like to get some expert contributions at the start of the session from e.g. universities, national organisations etc, and for there to be an opportunity for the audience to ask questions of them ahead of some roundtable exercises exploring some of the issues in more detail. We were wondering whether the Centre for Public Scrutiny might be prepared to participate as one of these expert groups? The ask would be fairly straightforward – two or three minutes of input setting out the sorts of issues the city needs to take into account when thinking about decision making options, the pros and cons of the different options, and any examples of things that have worked particularly well in other places. I wouldn't expect you to come down firmly on one side or the other of course.

The only slight catch is that we are working at pretty breakneck speed on this – the event looks like it will be on 30 October from 6.00 to 8.00pm – I appreciate that this is only next week, so I would fully understand if you or a colleague weren't able to attend. However, we would be extremely grateful if you were able to make the time for it.

Do let me know if you want to discuss as I'd be happy to schedule a call.

Many thanks,
James

James Henderson
Director of Policy, Performance and Communications
Sheffield City Council

0114 [REDACTED]
[REDACTED]

[x@xx](#)

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From: [Henderson James \(CEX\)](#)
To: [REDACTED] [cfps.org.uk](mailto:[REDACTED]@cfps.org.uk)
Subject: Sheffield City Council - Big City Conversation
Date: 22 October 2019 12:46:00

Dear [REDACTED]

Apologies for contacting you out of the blue, but I was hoping you might be able to help. You may be aware that Sheffield City Council has recently received a valid petition calling for a referendum on our form of governance (moving from Leader and Cabinet to a committee system). Following receipt of this petition, the Council, led by the Deputy Leader (Cllr Terry Fox), has begun a programme of activity that we are calling the Big City Conversation to engage people in a debate both about the specifics of the governance question facing the city, but also in a wider conversation about how they want to be involved in influencing the decisions that affect them and their communities.

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Do let me know if you want to discuss as I'd be happy to schedule a call.

Many thanks,
James

James Henderson
Director of Policy, Performance and Communications

From: [REDACTED]
To: [Henderson James \(CEX\)](#)
Subject: Sheffield City Council - Big City Conversation
Date: 30 October 2019 09:07:48

Hi James,

I hope you're well.

[REDACTED] from Centre for Public Scrutiny is due to attend one of your roundtable exercises. As discussed with [REDACTED] you agreed to reimburse for travel expenses, I would therefore like to invoice you shortly. Can you please raise a purchase order for [REDACTED] travel expenses below.

[REDACTED] Expenses for Sheffield City Council - Big City Conversation - £65 + VAT

Kind Regards,

[REDACTED] | **Administrative Officer**

Centre for Public Scrutiny Ltd | 77 Mansell Street | London | E1 8AN

Tel: 020 [REDACTED]

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From: [Henderson James \(CEX\)](#)
To: [REDACTED] [cfps.org.uk](#)
Cc: [Duckworth Gillian \(CEX\)](#)
Subject: Sheffield Event
Date: 28 October 2019 14:27:00
Attachments: [Guest Speaker Briefing.doc](#)

Dear Ian,

Thank you for the phone call earlier and for agreeing to take part on Wednesday. I have attached a written briefing that I have just received from [REDACTED] who is facilitating the event. I think it is in line with what we spoke about, but please do let me know if you have any questions.

A map showing the city centre car parks is available on the SCC website here: <http://www.sheffield.gov.uk/home/parking/city-centre-car-parking.html>. The ones on Arundel Gate and Charles Street are closest to the Town Hall. If you catch the train, the Town Hall is a short (uphill) walk from the station.

Many thanks,
James

James Henderson
Director of Policy, Performance and Communications
Sheffield City Council

0114 [REDACTED]
[REDACTED]

[x@xx](#)

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Big City Conversation - how should decision making work in the 21st Century?

Guest Speaker Briefing

You have been kind enough to agree to be a speaking guest at the above event. As the independent facilitator for the event I wanted to confirm the details and the format for the event and offer a short briefing on the approach to your comments.

The option to change from a Strong Leader & Cabinet system to a Modern Committee system will be put to the people of Sheffield at a referendum in May 2020 and Terry and the Scrutiny Committee have to define the principles of that proposed change by January's Council Meeting. That is an incredibly short and difficult timescale in which to try and get the public involved and to capture their thoughts and suggestions about what needs to be done. This is where the following event comes in, as a first step.

The event will consider the question;

How Should Decision Making Work? - and will look at the principles that ought to be part of designing any new decision making process to be developed before the Governance referendum in May 2020.

It will be held on **Wednesday 30th October in Sheffield Town Hall from 6pm to 8pm.**

It is part of the recently announced 'Big City Conversation' and this first event will collect evidence for the Overview and Scrutiny Management Committee that is carrying out a Governance Review for the Council, as decided at the July Council Meeting.

The format of the event is as follows; (subject to minor timing changes)

- 1 **[REDACTED] - Opening Comments** – 6pm (5 minutes)
“How Should Decision Making Work?” - What the meeting hopes to achieve
- 2 **Informed Inputs** – 6.05 to 6.30
2½ minutes each
Community Groups [REDACTED] – It's Our City!
[REDACTED] – Sheffield for Democracy
3rd Sector [REDACTED] – Voluntary Action Sheffield
Business Sector [REDACTED] – Sheffield Chamber of Commerce
Experts [REDACTED] – Local Government Association
[REDACTED] ?? - Centre for Public Scrutiny
- 3 **Audience Comments & Questions** – 6.30 to 7.15 minimum (45+ minutes)
- 4 **Breakout Session** 7.15 to 7.40 (25 minutes)
and collection of evidence (suggestions – questionnaires)

5 Terry Fox - Process of Change 7.40 – 7.50 (10 minutes)

political will – capacity – resources – timescales

6 [REDACTED] - Setting Priorities 7.50 to 8pm (10 minutes)

Closing remarks and a final exercise in voting on the priorities for this review

In respect of your individual remarks I would simply say that the aim of this event is to get the audience thinking and talking about the change from Strong Leader to Committee model for making decisions. I want to draw out the audience hopes and thoughts on what should be the key issues in designing any new model.

I'm not asking guests to support or endorse either model of governance but to air some of your concerns and help guide the audience as to key issues to think about. I am looking for a short comment on the aspects of Council decision making and administration systems that have the greatest impact or are, in your view, most important for the city. You may even wish to explain your own key issues, drawn from your experience and understanding, to get the room talking, that would be great.

I hope that helps and I am happy to have a brief conversation before the meeting starts if that would help.

Regards,

[REDACTED]

[REDACTED]

e-mail

tel; [REDACTED]