

Surrey County Council

Cross-Party Review of Local and Joint Committees

Report of the Cross-Party Review

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July 2018

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1. EXECUTIVE SUMMARY

- 1.1 The current local committee (LC) system has been in place since April 2002. The original aims of the LCs were to build relationships with district and borough councils, devolve decisions closer to residents, improve local performance monitoring, and enable local residents to raise issues of local concern directly to their local councillors.
- 1.2 In order to address new and evolving policy drivers, such as the Surrey County Council's (SCC) transformation programme, vision for 2030, and the development of joint committees (JCs) in some areas, a cross-party review group was established by the Leader under the chairmanship of County Councillor Mrs Angell to review the current model, and make recommendations for improvement.
- 1.3 The review group ask Cabinet to consider and respond to the review's conclusions and recommendations, which are intended to deliver improved outcomes and value for money for residents.

Summary of Recommendations

The Cross-Party Review has made 14 recommendations, these are set out below, with further information and the rationale detailed on the following pages:

Recommendation 1: Prior consultation and engagement with local and joint committees should be a requirement on all matters with a specific local impact being brought to Cabinet.

Recommendation 2: Cabinet should examine what further powers can be devolved to the local and joint committees.

Recommendation 3: Cabinet should commit to safeguarding the on-going provision of funding allocations that help members to become game changers locally.

Recommendation 4: Engage with district and borough councils to encourage all local committees to become joint committees at the earliest opportunity.

Recommendation 5: The Leader or Deputy Leader of the district/borough councils should chair or vice-chair the joint committee on a permanent, or alternating basis, if this is met with local agreement.

Recommendation 6: Local and joint committees to play a key place-based role across SCC, district/borough councils and partners helping to articulate the needs and ambitions of communities.

Recommendation 7: Ensure good governance of joint committees by adopting a simplified framework for any new joint committees, and working towards gradual alignment for the existing three joint committees.

Recommendation 8: Each local/joint Committee could have the authority to co-opt non-voting advisory members. This may include members of parish councils or other groups with local influence. The JC itself could contain one, possibly two members from the public with specific expertise or involvement in a particular project. Another possibility for those boroughs/districts that contain parishes is that the Vice-Chairman be a parish councillor.

Recommendation 9: Each Local and Joint Committee should hold an annual meeting to set priorities prior to the start of the council year to consider all local priorities, and use this as an opportunity to invite strategic partners, businesses and residents, to engage in the process.

Recommendation 10: Local and joint committees should highlight their achievements and undertake annual monitoring of their performance against agreed priorities

Recommendation 11: Invite district and borough councils to consider providing additional officer(s) resource in support of the collaborative work undertaken by joint committees, working alongside SCC officers.

Recommendation 12: Improve effective communications between local and joint committees and Surrey residents.

Recommendation 13: Retain and strengthen the 'open forum' section of the meeting.

Recommendation 14: Chairmen and Vice-chairmen of LCs/JCs should receive training to support them in their roles.

2. INTRODUCTION

- 2.1. Local government as a whole is under pressure with increasing demands and significant funding pressures. SCC's draft vision for 2030 envisages a transformation programme working together with residents and BC/DCs to respond to these pressures.
- 2.2. Local and joint committees (LCs/JCs), are well placed to help support and shape this programme of work. The cross-party review of LCs/JCs was established at the direction of the Leader, under the chairmanship of county councillor Mrs Mary Angell, to review the current model of LCs/JCs, and to make recommendations to improve joint working, and engagement with residents.
- 2.3. The aim of the cross-party review of LCs/JCs was to review the current LC/JC model in recognition of the new and evolving policy drivers in order to reposition and repurpose them for the future.
- 2.4. The recommendations in this report are designed to:
 - To set out SCC's vision for local governance and engagement;
 - To recommend the future role of LCs/JCs, in support of county councillors becoming the 'game changers' that the Leader describes.
 - To promote efficient and effective communication and achieve economic prosperity.

3. BACKGROUND

Background to Local / Joint Committees

- 3.1. Local committees were established in April 2002. The original aims of the LCs were to devolve decisions closer to the residents, to improve local performance monitoring and to improve local representation. To enable this to happen, these SCC committees consisted of an equal number of county and borough/district members who meet four times a year formally, and four times informally.
- 3.2. In three areas, Woking, Spelthorne and Runnymede, JCs have been created in place of the SCC LC arrangements. JCs are true partnerships with functions delegated by both participating authorities, enabling joined up decision making on issues that affect residents.
- 3.3. The closer working permitted by JCs also allows both authorities to respond jointly on local issues. One example of this is the Joint Youth Strategy that is overseen by the Woking JC.

Background to the Review

- 3.4. The Cross-Party Review Group of County Councillors Mary Angell (Lead), Will Forster, Tim Hall, Jeff Harris and Ernest Mallett, worked between February and July 2018 to identify recommendations for Cabinet's consideration. Detailed notes were written up for every single meeting and all actions recorded for the record.
- 3.5. A copy of the terms of reference for the review group is attached as Appendix A to this report.

4. APPROACH

- 4.1. As part of the process, the members asked residents, businesses, members and local authority representatives about the effectiveness of the current system, compared the current model with other public sector organisations, and also contrasted the terms of reference for LCs/JCs with innovative approaches to place shaping elsewhere.
- 4.2. The Group followed a proven methodology:
- **Consulting** widely with residents, businesses, members and local authority representatives;
 - **Comparing** performance with others;
 - **Challenging** why, how and by whom a function is provided;
 - **Collaborating** with partners.

Consulting

- 4.3. Questionnaires were tailored specifically for the different groups consulted.
- 4.4. The Group undertook the following consultation:
- Sent questionnaires to all 81 borough and district members of LCs/JCs
 - Sent questionnaires to all 81 SCC members;
 - Sent questionnaires to all 475 borough/district councillors;
 - Sent questionnaires to all Surrey Leaders and CEOs of district/borough councils;
 - Sent questionnaires to 87 parish/town councils;
 - Sent a survey to residents associations – 46 responses received;
 - Set up an online survey on SCC website for residents and businesses – 377 responses received;
 - Visited 10 out of 11 LCs/JCs to gain views;
 - Met with the Chairman and Vice-Chairman of Elmbridge LC;
 - Visited CEOs/D/B Leaders when individual meetings requested;
 - Visited Worplesdon Parish Council;
 - Met with SCC Chief Executive Joanna Killian;
 - Met with Executive Director Jason Russell;
 - Met with Head of Economic Growth, Kevin Lloyd;
 - Met with Leader David Hodge and SCC Cabinet;
 - Interviewed North Yorkshire and Cumbria County Councils via Conference calls.
 - Visited Wiltshire to observe the Royal Wootton Bassett and Cricklade Area Board and to interview the Chairman, Cabinet member, Board members, Parish members and officers.

Challenging

- 4.5. Members undertook visits to Wiltshire to watch the Wootton Bassett Area Board, and met with parish clerks at Worplesdon Parish Council, to provide a challenge to the existing Surrey approach.
- 4.6. The Review Group have sought to challenge senior officers across the organisation, and from Cabinet and the Chief Executive.
- 4.7. This challenge has been furthered via listening to residents' views of the current system and members of the review group and key officers participating in facilitated sessions using the Shift Space, focused on challenging the current concepts and practices.
- 4.8. The Review Group considered four themes of **Governance** (Different models of governance, remit, constitution, agenda setting , resident engagement, membership, chairmanship, administration and geographical scale); **Devolution programmes** (cross authority, devolved commissioning, highways devolution); **Local Engagement** (local webpages, social media, newsletters, 'How to' videos and You Tube, Resident recognition, celebrate success, the integration of social and traditional engagement, Peers in local government); **Local/devolved funding** (members community funding allocation, Local highways allocation, LC/JC devolved highways funding, community safety funding, publicity and information for the public on external funding).
- 4.9. Private conversations with Surrey Leaders and CEOs have provided a vigorous challenge in respect of the nature of SCC engagement with partners.

Comparing

- 4.10. The Review Group analysed all the agenda items considered by the 11 Surrey LCs/JCs in all their public and informal meetings for the period 2017-2018. This provided a clear picture of the range of agenda items considered, and their relevance to different geographical areas. There was a surprising similarity between all agenda items regardless of the location of the LCs/JCs. This is reflected in members' concerns that there is a round robin of repetitive reports that circulate between many LCs/JCs.
- 4.11. Members reviewed the models for place shaping, local decision-making, partnership between authorities and engagement with residents, across England, including metropolitan boroughs and shire authorities in unitary and two/three tier areas. This was a wide-scale undertaking – looking at current practice in 110 authorities across the country, and 27 two-tier authorities.

4.12. This desktop research was followed up with telephone interviews with Cumbria and North Yorkshire, both of which have a similar area committee system but different budgetary arrangements and methods of working.

Collaborating

4.13. The Chairman of the Review Group met with officers from Worplesdon Parish Council, the discussion centred on identifying areas where the councils could work together for the benefit of residents. It was clear that good communication was key to effective joint working arrangements, especially in relation to officers/members providing consistent and timely messages.

4.14. A further key area of work identified, was a requirement to simplify current administrative processes toward unlocking bureaucracy that can inhibit joint working. One practical suggestion was that a simple approval process should be put into place to enable parish councils that have available funding/resources to take forward local projects in line with county policy.

4.15. Worplesdon Parish Council wanted a greater involvement with LCs/JCs and a voice during discussions as they felt that all tiers of local government were working for the same residents.

4.16. The Review Group were able to discuss the draft vision for 2030 for SCC, with senior officers, the Chief Executive and the Leader. The Review Group is clear that the LCs/JCs can play a pivotal role in supporting SCC and its partners to achieve this vision, for the benefit of residents.

5. FINDINGS

Feedback from consultation: Local and Joint Committee Members, Leaders, and Chief Executives

- 5.1. During the discussions with members of the LCs/JCs, the review group identified a number of themes; these are detailed below and set out in the diagrams in Appendix D & E (the LCs/JCs likes and frustrations):
- 5.2. *Contributing to the strategic direction of both county and district/borough councils:*
- LCs/JCs feel they operate in a bubble, and are not clear how they fit into the people and places agenda. They feel unable to input into SCC's strategic 'big' plans that SCC must make for the future.
 - Many members believe that the SCC Cabinet and senior officers have become distant from LCs/JCs. They say it is difficult to engage with service directorates, and officers' use 'confidentiality' and 'protected engagement' as reasons for not providing information to LCs/JCs. There is a sense that many senior officers within SCC feel they are not accountable to LCs/JCs.
 - The engagement with the present Lead Cabinet Member for Place has been an exception, and has been very much appreciated by all members.
 - Communication was generally not good, and LCs/JCs feel they are left expecting to deal with the local outcomes and consequences once decisions have been made by the Cabinet.
 - LCs/JCs have very limited decision-making powers, and there is a sense of frustration and irrelevance after their highways budget was diminished due to funding cuts.
 - LCs/JCs currently feel unable to influence SCC Cabinet or the BC/DCs. With reference to the identification of possible cuts in services currently provided by SCC, it would be helpful if BC/DCs could be consulted early in the process to enable the consideration of alternative solutions where applicable.
 - Agenda items considered are mostly SCC issues, and even JCs feel that agendas are unduly influenced by SCC input as the work themes flow from the chairmen/vice-chairmen's group that is managed solely by SCC officers. District and borough colleagues do not have the opportunity to add to those agendas, and find difficulty in attending the meetings when they are held exclusively at County Hall.
 - LCs/JCs are not clear what level of scrutiny of local service provision is expected of LCs/JCs going forward.

5.3. *Being at the heart of local priority-setting for their 'place':*

- More time should be spent considering priorities for their local area.
- LCs/JCs want to contribute to the formulation of strategies, plans and policies of SCC as they are uniquely placed to understand the circumstances and characteristics of their area.
- Members felt there is an issue of accountability, with senior officers too remote from the LCs/JCs. Issues with high levels of local impact are not brought to them as a matter of course. They would like earlier involvement in priority setting for their area – such as school place planning, or school closures.
- Strategic planning issues around development and the implications for infrastructure are very high priorities for residents, and yet the LCs do not currently have a role in this.
- All county services should proactively seek the views and expertise of the LC/JC members.
- At present, there is a sense of repetition from a number of services, with identical papers being presented to the various LCs/JCs.
- The focus on highways prevents time being spent on considering other SCC functions. There could be a role for LCs/JCs to look at education, adult social care, children's services, family support programmes, early help, health and wellbeing, health services, public health initiatives, culture and waste partnerships.
- With reference to the identification of possible cuts in services that are currently provided by SCC, it would be helpful if the LCs/JCs, and thereby also district and borough members could be consulted early in the process to enable the consideration of alternative solutions where applicable.
- LCs/JCs are seen as essential for addressing issues of local importance, building community engagement and enabling residents to participate in and influence local decision-making.

5.4. *On the use of venues:*

- At present the chairmen/vice-chairmen's group is always held at County Hall in Kingston, but these meetings could be held at other district/borough venues across the county.
- The use of variable locations for each LC/JC seems to improve resident participation. The deterrent is the cost of hiring portable audio equipment.

5.5. *Supporting the committees:*

- Local partnership officers are excellent and provide support, but they are stretched. LCs/JCs need increased communication support if they are to take on more responsibility.

- Some chairmen and vice-chairmen felt they lacked support, and requested more training to help them fulfil their role.
- District/borough councillors should be able to add topics to the agendas for the meetings.

5.6. During the consultation, LC/JC members were also asked to vote on their top priorities for LCs/JCs. LC/JC members generally felt that public participation was vital to the success of the LCs/JCs, and identified the following as their top priorities:

- To be a forum for decision-making;
- To be a forum for discussing priorities and strategies;
- To improve partnership working.

Public Survey results

5.7. Analysis of the public survey results is attached as appendix C.

5.8. Overall, **472** responses were received from BC/DC councillors not on the LC, parish and town councils, residents associations, the majority (83% of responses) were from businesses, community groups and residents.

5.9. Key findings were:

- **73%** were not aware of the committee and **35%** of those who knew about the committee had not engaged with it;
- those who had engaged with the committee were largely positive about the experience with **65%** feeling it was a good opportunity for residents to voice their views and this was also ranked highest in their views on the purpose of the committee;
- **73%** did not feel it allowed residents to engage with SCC, being seen as remote and with little ability to influence the majority of services;
- of those not aware of the committee **87%** wanted a forum for residents to voice their views and **75%** wanted a forum for discussing local priorities and strategies;

Benchmarking

Desktop research

5.10. Investigation of the 27 two-tier county councils revealed that:

- Only 7 out of the 27 (26%) have a LC/JC or area board type arrangement currently in place: Buckinghamshire, Cumbria, Devon, North Yorkshire, Surrey, Warwickshire, and West Sussex.
- 13 out of 27 (48%) including Surrey have member-led grants or equivalent – Derby, Devon, Hampshire, Hertfordshire, Kent, Lancashire, North Yorkshire,

Nottinghamshire, Suffolk, Staffordshire, Warwickshire, and Worcestershire. The standout is Hertfordshire, which gives each member £10k community and £90k highways to allocate.

- Three county councils take a 'place-based' rather than a committee approach, e.g. North Yorkshire County Council.
- All former two-tier shire areas which made the transition to becoming single tier unitary authorities after 2009 were investigated (including Cornwall and Wiltshire), in order to identify what LC/JC or equivalents were in place in these areas. This research identified some interesting practise and innovative methods of resident engagement. The Review Group decided that a visit to Wiltshire should be arranged in order to allow for more in depth analysis.

5.11. It is most likely a symptom of budget cuts, but there is an evident story of reduced capacity; several web pages featured outdated plans etc., or made reference to localism approaches that are now defunct or much diminished.

5.12. Interestingly the larger the county, the more likely it is to have devolved arrangements. Out of the 27, Surrey is the joint fourth largest county in terms of the number of BC/DCs.

Interviews and visits

5.13. Three of the comparator authorities were identified as having an innovative approach that the Review Group decided to investigate further. The Review Group therefore interviewed representatives from Cumbria County Council and North Yorkshire County Council and visited a Wiltshire Council Local Area Board to understand the benefits of their approaches.

5.14. Each of the three authorities could identify areas where their approaches worked well, and it enabled the Review Group to consider the need to strengthen the links between the Cabinet and LC/JC decisions and the need for joint priority setting sessions to ensure that there was an opportunity to influence strategic decision-making.

5.15. However it was noted that each of the authorities were also looking to review their approaches to ensure that they remained fit for purpose.

5.16. As part of this process it was also useful to compare the different ways that each of the LCs/JCs worked in practice and to identify areas of good practice that could be implemented easily across the county.

- 5.17. None of the three comparator authorities had an equal number of BC/DC councillors on the committees, although the North Yorkshire County Council model included a parish council representative on the committee, as well as a borough councillor.
- 5.18. The greatest difference between the Surrey model and the three comparator authorities was the enhanced level of community partnership work undertaken under the auspices of the LCs/JCs. The three comparator authorities placed a higher organisational priority on the enabling role of the LCs/JCs to drive forward partnership work, evidenced by larger budgets and greater officer resource invested to support this process.
- 5.19. In terms of engagement, neither Cumbria County Council nor North Yorkshire County Council evidenced a greater rate of resident engagement at their committees, although North Yorkshire County Council did have Voluntary, Community Faith Sector representatives on the committees alongside councillor representatives from all three tiers, and Cumbria County Council had 6-monthly meetings with councillors from all three-tiers of local government.
- 5.20. Cumbria County Council had also instituted meetings of the chairman & vice-chairman of the area committees with the borough/district Chief Executive and two or three senior members to focus on how to make an operational difference for local residents every 6 months and felt that this arrangement delivered benefits for residents.

6. CONCLUSIONS

Conclusions of the Cross-Party Review Group

Delivering the vision for Surrey for 2030:

- 6.1. Local and joint committees must be at the heart of SCC's transformation ambition of *'radically improving the way we work as one team with our partners'*.
- 6.2. LCs/JCs can support SCC's objective of developing stronger and more resilient communities across county through:
 - efficient, transparent and accountable decision-making;
 - effective collaborating with public, voluntary and private sector partners locally to meet the aspirations of local people;
 - shaping the delivery of local services;
 - addressing local issues of importance; and engaging with residents;
 - building community leadership and local engagement.
- 6.3. To achieve this, SCC needs to demonstrate that LCs/JCs make a difference to the lives of residents, and that residents can participate in and influence local decision-making.
- 6.4. Joint Committees would be uniquely placed to look at the wider agenda, refocus resources, build capacity in the voluntary sector and have an honest conversation with residents/partners about what can be achieved without the need for cumbersome bureaucracy.
- 6.5. LCs/JCs should have the freedom to say "in this place we will agree the following to meet the priorities and needs of our residents".
- 6.6. JCs have shown that if the mind-set is right and a common view is held, then from that flows collaborative conversations that facilitate decision making for our residents.
- 6.7. It is imperative to strengthen and develop strategic leads with all our BC/DC partners and recognise the value and work of the BC/DCs. Successful partnership working requires that both SCC and BC/DCs are prepared to be influenced by each other and commit to a genuine partnership with sound governance and a healthy culture of mutual trust and respect, thereby supporting the development of SCC strategy and policy.

- 6.8. The Review Group were asked to consider how LCs/JCs can best support the Cabinet decision-making model, and whether there is any scope to devolve decisions closer to residents.
- 6.9. Each LC/JC wanted to contribute to the formulation of strategies, plans and policies of SCC with reference to the circumstances and characteristics of their particular area. However at present, members feel they have had little or no input prior to Cabinet decision-making.
- 6.10. Consequently, LCs have degenerated into talking-shops, and they are seen to have restricted decision-making powers. This democratic deficit has led to some apathy among residents, which can lead to unease and “single issues” campaigns when local opinions, particularly over development, are ignored.
- 6.11. As Cabinet is unlikely to devolve any additional responsibilities to LCs/JCs then these committees will continue to have a limited role and decision-making will not move closer to residents.
- 6.12. These attitudes can be reversed by empowering LCs, or more effectively by JCs actively involving parish and BC/DC councillors and residents in decision-making.
- 6.13. This means LCs/JCs have to be redesigned, with some decision-making powers devolved downward, and this necessitates far more thought being given to committee leadership.
- 6.14. Furthermore, both Cabinet members and senior officers need to involve the LC/JCs prior to decision-making, give them far more feedback, and most importantly become answerable to them.
- 6.15. Cabinet and LC/JC Chairmen need to give consideration to how SCC and local authorities can raise our ambition and work better together for our local communities and address issues of importance to resident, so that:
- best practice is shared and replicated;
 - residents are engaged with LCs/JCs, and can participate in, and influence the decisions they take;
 - we demonstrate a real difference and improvement in lives of residents as a result of the work of the LCs/JCs.
- 6.16. The Review Group therefore set the following ambitions for LCs/JCs:
- engaging with partners to understand needs, and target support to areas of concern;
 - empowering residents and communities to use their strengths and be resilient;
 - working together to achieve shared outcomes for residents;

- enabling the various councils to look for opportunities and work together effectively with our partners, residents and colleagues to ensure the best possible outcomes for Surrey and its people;
- trusting and supporting each other and actively contribute to achieve our goals;
- sharing our expertise, knowledge, intelligence and resources to good effect;
- establishing and developing strong and lasting relationships based on listening, trust and mutual respect;
- engaging with others respectfully.

What it means to be a game changer

6.17. County and BC/DC Councillors are well placed to be game changers. To deliver on this role, they need further devolved powers, and officers need to be engaging and consulting with LCs/JCs as a matter of routine.

6.18. A game changer is someone who can make a difference locally. The Review Group considers councillors to be community champions. A unique feature of being a councillor is the proximity of their role to the communities they serve. Political proximity means that councillors experience on a day-to-day basis, the problems faced by their communities and the consequences of decisions made by local authorities. Backbench councillors are fully aware of the limitations in holding to account other public bodies that make policy decisions, spend public money, and affect the wellbeing of local communities e.g. NHS, Police, utility companies, transport bodies, local employers, local enterprise partnerships etc.

6.19. Councillors undertake a varied and challenging role. In their area, they are:

- community workers and ambassadors;
- support workers;
- trouble shooters;
- brokers;
- negotiators;
- arbiters;
- spokespersons;
- coordinators.

6.20. Evidence shows that councillors are spending more and more time seeking to influence others, broker deals, and interact with local organisations. Key is the need to develop good personal and working relationships with members of other councils e.g. parish councils.

7. RECOMMENDATIONS

- 7.1. Local and joint committees should be at the heart of priority setting for their place, and therefore integral to the SCC's transformation journey. To achieve this requires cultural change, changes in focus, officer support, and building a shared ambition with local councils.

Recommendation 1: Prior consultation and engagement with local and joint committees should be a requirement on all matters with a specific local impact being brought to Cabinet.

- 7.2. The Review Group believes that SCC's Cabinet and services should give greater consideration to local impact when developing county strategy and policy:
- Officers need to be engaging and consulting with LCs/JCs as a matter of routine, on all matters due to be determined by Cabinet. Local members have a vast amount of local knowledge, and officers need to make best use of this resource.
 - LCs/JCs need to be kept better informed about the local impact from forthcoming Cabinet decisions – it can be hard to determine likely local impact from the existing forward plan that SCC publishes. Therefore, the Cabinet checklist, and Cabinet report template should be updated to include an assessment of local impact. Officers should be required to complete this section when submitting items for the forward plan, and within the Cabinet report itself. Before reporting to Cabinet, services should consult the relevant LC/JC, and/or the LC/JC Chairmen's Group.
 - LCs/JCs should be part of SCC consultations.
 - LC/JC Chairmen should proactively monitor the Cabinet forward programme as part of planning their committee's forward work programme.
 - As part of committee agenda planning, LC/JC Chairmen should consider whether there are local matters that need to be escalated to Cabinet.

Case Study

The Local Committee for Barrow in-Furness in Cumbria influenced decision making and engagement in relation to the provision of adult day care services. When interviewed, officers there considered this helped to ensure the services provided better reflected local need.

Recommendation 2: Cabinet should examine what further powers can be devolved to the local and joint committees.

- 7.3. The review group believes that decisions on local matters should be determined locally wherever possible:

- LCs/JCs are ideally placed to facilitate closer working across local authorities, and to deliver on shared ambitions.
- To deliver on this role, they need a meaningful, and wide-ranging remit, across the range of SCC functions.
- LCs/JCs can support the effective local delivery of countywide policies and strategies, by having the ability to shape, shift and amend in relation to local needs.

Case Study

As part of their community leadership role, the North Yorkshire County Council's Area Committees had direct involvement with the rollout of the community library project throughout North Yorkshire, to ensure that local issues were taken into account.

- 7.4. Feedback provided was that members on LCs/JCs did not feel that having officer reports just for noting made the best use of valuable committee time. The Wiltshire practice of providing updates from services and partners available for comment, but not part of the formal agenda, should be instigated as this could make better use of officer and committee time.

Recommendation 3: Cabinet should commit to safeguarding the on-going provision of funding allocations that help members to become game changers locally.

- 7.5. The review group believes that the Member Community Fund and Local Highway Fund are welcome sources of additional funding that can be determined at a local level:
- Feedback from residents demonstrates that these funds are valued.
 - Member discretion over local funding enables them to respond quickly to local concerns.
 - Funding allocations members with the potential to lever in additional match funding where possible, for the benefit of the local area. Further investigation should be undertaken into exploring the potential of securing matched funding toward local projects in areas such as Highways.

Case Study

13 out of 27 County Councils (48%) including Surrey have a Member-led Grant system or equivalent.

Recommendation 4: Engage with district and borough councils to encourage all local committees to become joint committees at the earliest opportunity.

Recommendation 5: The Leader or Deputy Leader of the district/borough councils should chair or vice-chair the joint committee on a permanent, or alternating basis, if this is met with local agreement.

- 7.6. The review group believes that JCs represent the best way to achieve SCC's ambitions to connect better with communities better, and put the needs of our residents first.
- 7.7. Inviting the leader/deputy leader of the BC/DC to chair or vice-chair the meetings would address many of the concerns expressed to the Review Group about the relevance of LCs/JCs to the county.
- 7.8. BC/DC chairmanship/vice-chairmanship of JC meetings would send a clear message that SCC is very serious about its relationships with local partners, as the district/borough would then be an integral part of the high-level discussions within SCC.
- 7.9. For by implication, the Committee of the Chairmen of the JCs, would then be composed mostly of the leaders of BC/DCs, and it becomes a de facto high-level interface between the County Cabinet and BC/DCs and provide a channel for BC/DC concerns to be communicated rapidly. It would also provide an effective means of getting decisions quickly disseminated across the BC/DCs, parishes and the public at large.

'Under the previous local committee, we used it to find fault with the county council, rather than working together to fix a problem, or to navigate a route toward a collective outcome'.

Quote from a current joint committee member provided during the review

Recommendation 6: Local and joint committees to play a key place-based role across SCC, district/borough councils and partners helping to articulate the needs and ambitions of communities.

- 7.10. The review group believes that LCs/JCs have a key role to play to shape SCC's understanding of place across Surrey, and helping the authority to best understand the needs, ambitions and priorities within communities.
- 7.11. It is important to consider how the LC/JC model could best support the place agenda and provide good governance across traditional boundaries at the sub county level for example in relation to Local Economic Partnerships or Local Authority Cluster arrangements.
- 7.12. Local and joint committees have a crucial enabling role helping to drive forward projects and priorities locally; furthermore, the forward plans of both SCC and the BC/DCs must drive forward the agendas of the LCs/JCs.

Recommendation 7: Ensure good governance of joint committees by adopting a simplified framework for any new joint committees, and working towards gradual alignment for the existing three joint committees.

- 7.13. The review group believes that the existing terms of reference for the LCs/JCs are more detailed and complex than those in place for comparator authorities such as Wiltshire and West Sussex. The complexity of current constitutional arrangements may have the unintended consequence of inhibiting the committee's ability to take a place-shaping role.
- Officers across participating authorities should review the approach to establishing a JC, and seek to introduce a simplified framework.
 - The relevant sections of SCC's Constitution would also be updated to reflect any new working arrangements.

Recommendation 8: Each local/joint committee could have the authority to co-opt non-voting advisory members. This may include members of Parish Councils or other groups with local influence. The joint committee itself could contain one, possibly two members from the public with specific expertise or involvement in a particular project. Another possibility for those boroughs/districts that contain parishes is that the vice-chairman be a parish councillor.

- 7.14. The review group believes that the three tiers of local government should be working more closely together – with improved communication, meaningful engagement, and collaboration.

Case Study:

Durham Area Action Partnership boards are made up of elected members from organisations such as the county council, town and parish councils, and health, police and fire brigade, community and voluntary groups, and the public. The boards of up to 21 members, are made up of:

- one third elected councillors (of which at least one position is for town and parish councils)
- one third members of the public
- one third representatives from partner organisations

Recommendation 9: Each Local and Joint Committee should hold an annual meeting to set priorities prior to the start of the council year to

consider all local priorities, and use this as an opportunity to invite strategic partners, businesses and residents, to engage in the process.

- 7.15. The review group believe that an annual meeting to set and review priorities and highlight successes achieved, would provide an ideal opportunity to engage with partners to understand needs and target support to areas of concern.
- 7.16. This process would enable the county to look for opportunities and work together effectively with partners, residents and colleagues to ensure the best possible outcomes for Surrey and its people. In order to be a success, this engagement needs to be based on the following principles:
- To trust and support each other and actively contribute to achieve our goals. To share our expertise, knowledge, intelligence and resources to good effect.
 - To establish and develop strong and lasting relationships based on listening, trust and mutual respect.
 - To engage with others respectfully.

Recommendation 10: Local and joint committees should highlight their achievements and undertake annual monitoring of their performance against agreed priorities

- 7.17. Both members and officers connected to the LCs/JCs should be responsible for taking forward actions and feeding back to the LCs/JCs. In relation to the fulfilment of a place-based role, achievement might be measured over a longer time period than one year, in which case progress would be reviewed annually.
- 7.18. Local and Joint Committees should seek feedback about their performance and support new colleagues to learn and develop. Members must make time to reflect on their own performance and personal development, be supportive of colleagues to achieve better outcomes for residents and challenge the ways things have always been done.

Case Study: Wiltshire Area Boards

Wiltshire Area Boards produce a themed plan annually, following a public priority-setting session. The plan is both member and officer led, and consists of practical projects/actions, in connection to each theme. For example, in relation to children and young people, the Royal Wootton Bassett Area Board sponsored a modern apprenticeships fair with the local enterprise network and schools.

‘Being Chairman the Area Board is a full time role, the Chairmanship of the Board is only 5% of the work, 95% of the work is behind the scenes working with the community, helping to initiate projects and to deliver against the Boards locally agreed priorities’ Chairman Wiltshire Area Board

7.19. Local and Joint Committees should be encouraged to celebrate their successes. Rather than reporting on a set of Key Performance Indicators LCs/JCs should take time to see feedback about the difference they have made locally.

Recommendation 11: Invite district and borough councils to consider providing additional officer(s) resource in support of the collaborative work undertaken by joint committees, working alongside SCC officers

7.20. The review group believes that JCs are true partnerships between SCC, and the other participating local authority. The JC can assist in determining priorities for collaborative work, and enables more joined up and cohesive decision making on issues that affect residents.

- In line with the unified approach advocated through the establishment of JCs, and in order for JCs to realise fully their potential, consideration should be given to the more creative use of staffing resources across both authorities to support the working of the JCs.

Recommendation 12: Improve effective communications between local and joint committees and Surrey residents.

7.21. The review group believes that LCs/JCs need to continue to adopt the processes, culture and technology of the Internet. All LCs/JCs have a social media and online presence, and the review group found that this far exceeds what is currently offered elsewhere. The LCs/JCs should continue to build on this:

Case Study Examples of current Social Media linked to local / joint committees

Tandridge LC
@TandridgeLC

There's an extra £45,000 to spend on #Highway maintenance in the #Tandridge area. Tell us what you think should be the priority.

Cutting back vegetation	3%
Drain clearing	17%
Road sign repair/cleaning	0%
Small pothole patching	80%

Mole Valley LC @MoleValleyLC · Mar 19
Cllr Stephen Cooksey gave £2300 from his #MembersAllocation to the Amber Foundation towards their helping the homeless young back into employment project.

The Amber Foundation
@AmberFoundation

Replying to @MoleValleyLC
Thank you for your kind donation. It is really appreciated and will really help us to support young people to positively turn their lives around #EndYouthHomelessness #TransformingYoungLives

Mole Valley LC @MoleValleyLC · Mar 21
Replying to @AmberFoundation
You're very welcome 😊

Don't miss the chance to have your say on how #Surrey County Council engages with residents. Our quick, easy and anonymous survey closes soon on 19 March. Thanks everyone! #SpelthorneSays <http://ow.ly/O68a30iO3kr>

Spelthorne JC Hi Adrian. This isn't a pretend consultation and your comments and feedback won't be ignored: please do complete the survey so we can capture your thoughts. ^GL

- Emphasis should be given to improving access to local information and increasing two-way electronic communication and conversation, to encourage the involvement of residents, local businesses, and communities. Thought must be given to communication with residents who do not use electronic communication routinely in their daily lives.
- Residents should be permitted to submit agenda suggestions, comments and questions online. Residents should be proactively asked to give their ideas.
- Training and support will be required for members in e-communications and webpages.

Recommendation 13: Retain and strengthen the ‘Open Forum’ section of the meeting.

- 7.22. The review group believes that LC/JC meetings must be welcoming and easier to approach and understand. Residents and stakeholders should be listened to at meetings. Communication needs to be clear, timely and constructive to all our audiences.
- 7.23. When answering questions, members and officers must make sure they are transparent about our decisions and actions and encourage feedback. LC/JC Chairmen must use their discretion to allow more public engagement during the meetings. They must be honest, open and realistic with residents about what can be achieved. LCs/JCs provide an opportunity to inform the public about the work of SCC and the borough and/or district council, and the challenges and budget pressures facing public services.

Case Study: Networking Sessions

The review group observed a Wiltshire Area Board meeting. The first hour of the session was dedicated to informal networking and providing residents with an opportunity to meet their local councillor(s). Information and advice was also available from Wiltshire Council’s Health Trainer, and Wiltshire Police’s Neighbourhood Officer. The Chairman of the Area Board provided feedback that they felt the informal session was crucial to the success of the Area Board meetings, and that residents provided feedback that they very much valued the chance to raise matters on an informal, or one-one basis, with some residents finding the formal meeting more intimidating.

Recommendation 14: Chairmen and Vice-chairmen of LCs/JCs should receive training to support them in their roles.

7.24 The review group believes that the Local /Joint Committee Chairman’s role is a demanding one, including facilitating and leading executive and non-executive decisions, managing expectations around the different methods of both resident and committee engagement on the different type of functions. They also facilitate the only member forum that the Council provides for informal questions relating to the work of the Council (or both Councils when a Joint Committee Chairman). It is therefore important that the Chairmen of these committees received bespoke training that enable them to manage the different elements of the role.

8. NEXT STEPS

- 8.1. With Cabinet approval, officers will move to implement the recommendations of the review, through delivery against the actions outlined in the action plan at Appendix G.

9. ACKNOWLEDGEMENTS

- 9.1. The Review Group wish to thank everyone who has engaged in the process. We appreciated the welcome from all LC/JCs and the forthright comments made by members.
- 9.2. The Review Group would like to express their gratitude to Partnership Manager, James Painter, Victoria Eade, Michelle Collins, Nicola Morris, Jessica Edmundson and other officers for their professionalism and exemplary work during the Review and report writing.

10. APPENDICES

Appendix A - Member Review Group Terms of Reference

Appendix B - Feedback on local and joint committees from members

Appendix C – Survey results

Appendix D - Overview of LCs/JCs Ideal Channels of Communication

Appendix E - LC & JC Frustrations

Appendix F - LC & JC What we are good at

Appendix G - Review group action plan

APPENDIX A: Terms of Reference for Review

Cross Party Review Group on Local/Joint Committees

Terms of Reference

Context

The Cross Party Review Group on Local/Joint Committees (LCs/JCs) has been established at the request of the Leader under the Chairmanship of County Councillor Mary Angell.

The current Local Committee (LC) system has been in place since April 2002. The original aims of the LCs were to build relationships with district and borough councils (BC/DCs), devolve decisions closer to residents, improve local performance monitoring and enable local residents to raise issues of local concern directly to their local councillors.

With new and evolving policy drivers, the development of Joint Committees (JCs) in some areas, and a political drive for county councillors to be game changers locally, there is a need to review the LC model; to reposition and repurpose them for the future.

Aims of the Cross-Party Review Group:

- To set out SCC's vision for local governance; and engagement;
- To recommend the future role of LCs/JCs, supporting County Councillors as game changers in their local communities.

Objectives

- Undertake a review of the current model of local governance in Surrey.
- Explore ways to raise local awareness and engagement with local/joint committees.
- Identify how LCs/JCs can contribute to the joined-up delivery of services provided locally. Consider how the LCs/JCs can best support the Cabinet decision-making model and whether there is further scope to devolve decisions closer to residents.
- Assess the extent to which LCs/JCs provide political oversight of key county and district/borough policies and services locally.
- Define the concept of county councillors as 'game changers/community leaders' and consider how committees, and members locally, are supported to deliver on this by the council's services.
- Factor in recent legislative and policy changes to inform the SCC's future political direction for local governance and engagement.
- Review the sources of funding available to members and LCs/JCs.

- Establish the cost-benefit for Surrey residents of LCs/JCs.

Scope:

In scope: LCs/JCs, remit, membership and operations.

Approach:

At all points in the process, the review will follow the following established methodology of:

- **Consulting** widely, talking with and listening to members and officers at the BC/DCs, other partners, residents, staff and specifically vulnerable groups.
- **Challenging** how a function can best be provided
- **Comparing** performance with others and identifying best practise, toward delivering the best possible service
- **Collaborating** with partners

Step 1: Review the existing model of LCs/JCs. To include:

- Feedback from residents, councillors, officers and districts/boroughs.
- Analysis of the impact that LCs/JCs have had, such as on local services, relationships with partners locally, and influencing SCC policy.
- Identifying areas of good practice.
- Collect evidence of benefits to residents and assess current level of public engagement.

Step 2: What should the future look like for LCs and JCs? To include:

- Setting the vision for LCs/JCs going forwards.
- Working with the Cabinet to define what it means to be a 'game changer'
- Outline how county councillors can become game changers.
- Assessing how specific services are best delivered, and look for a closer alignment of County and Borough services so that there is a seamless delivery of services for residents.
- Consider how best to increase engagement with residents and local communities and partners.
- Forming conclusions and making recommendations to Cabinet and Council.

Membership:

The Chairman will be Surrey County Councillor Mrs Mary Angell. The Chairman may appoint a Vice Chairman.

The Cross Party Review Group will comprise the following representation: Mrs Mary Angell (Chairman), Mr Tim Hall, Mr Jeff Harris, Mr Will Forster, and Mr Ernest Mallet M.B.E.

An officer team led by Jane Last and James Painter act in a supporting role. Other representatives may be invited to attend on an ad hoc basis at the discretion of the Chairman.

Operation of the Review Group:

- The working group will commence operations on the 16th February 2018 and continue in operation until June 2018.
- Meetings will be scheduled every two-three weeks, with the option to hold additional meetings at the discretion of the Chairman.
- The Working Group will meet in private and record actions.
- Officers from the Community Partnership and Community Safety Service (CPCS) will administer the Working Group, with meetings being held in SCC venues.

APPENDIX B: Feedback on local and joint committees from committee members

Overview of respondents

82 responses were received, 50 from county members, 27 from Borough members (5 people did not answer) a 50% response rate. Responses per Borough/District: Elmbridge 11, Epsom & Ewell 5, Guildford 9, Mole Valley 4, Reigate & Banstead 10, Runnymede 2, Spelthorne 5, Surrey Heath 9, Tandridge 5, Waverley 11, Woking 6.

Views on effectiveness

Members generally felt that the committees were good at discussing local priorities and strategies, local decision making and working in partnership. There was a lower level of support for their effectiveness in influencing the strategic agenda of either the BC/Dc or SCC and in scrutinising local services.

The majority of members felt that committees were effective in engaging with the public around petitions and questions and in listening to residents, but less so in providing information to them. This question was asked in the 2013 PVR survey. There has been a decrease from 83% of respondents thinking petitions are very effective or effective to 58% in this survey. This may be due to committees being less able to respond to requests in petitions due to limited funding. However there has been a slight increase in the effectiveness of committees in listening to residents from 59% to 66% which may be as a result of the introduction of open forums for residents and making it easier for them to engage with the committee following the PVR.

How committees had made a difference locally

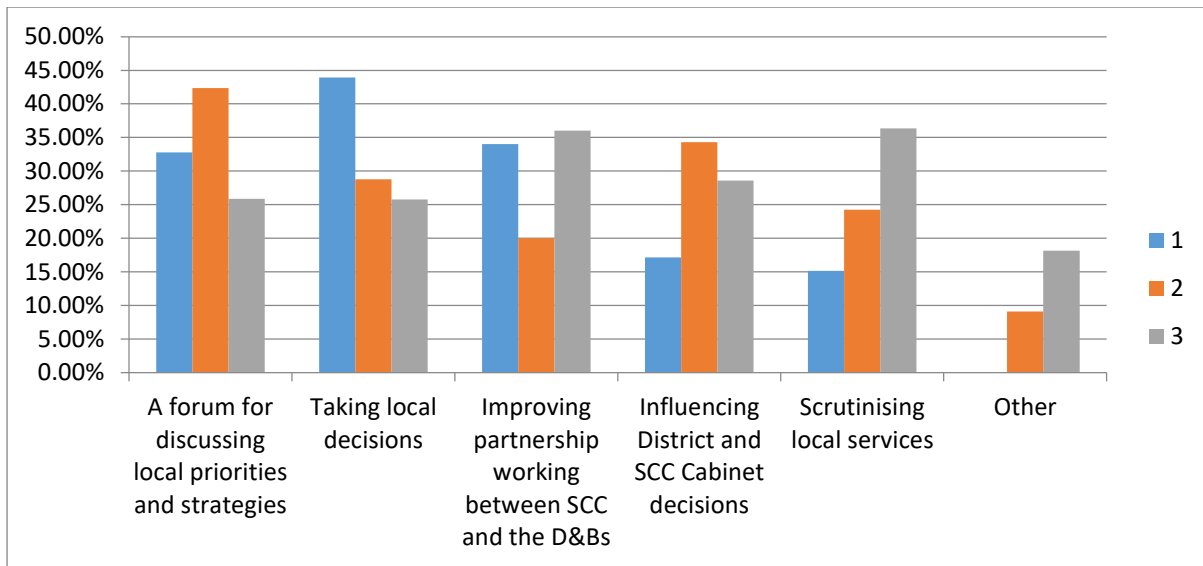
There were a variety of comments made with some respondents feeling that nothing had been achieved and that the ability to make a difference had been limited by a lack of available funding, leaving residents frustrated.

Examples of positive achievements included:

- parking controls and strategies (most frequently mentioned);
- highway and road safety improvements, including developing CIL bids;
- ability to influence by lobbying on local issues;
- improvements to facilities and services for young people;
- Allowing residents to engage with both county and borough/district members in an inclusive and informal way;
- Better involvement of Parish Councils

Priorities for the Committee

Members were asked to rank their top three priorities for the role of the committee. When all scores are aggregated taking local decisions is the highest priority but only by a small margin, with all other priorities scoring at similar levels, scrutinising local services is the least popular.



Changes for the future

57% of Members would like to see changes to the remit of the committee and was the most popular. 39% would like to see changes to the way the borough or district engages and 37% would like to see changes in the way the local community can engage. There was less support for changes to membership or to meeting frequency or timing.

Comments made can be broadly summarised as follows:

- greater powers to make decisions in respect of local services generally and to allocate more of the centrally held highway funding;
- format of meetings: some were too long, they should take place in the evening and move around the borough/district to be more accessible to residents;
- include more decisions/items from borough/district and shared decision making, and about becoming a JC;
- borough/district membership should be more evenly spread to represent the whole area;
- replace with unitary authorities;
- chairmanship should be decided by the committee;
- more focus on lobbying for change locally;
- widen membership to include representatives from other local stakeholders;
- enhanced community engagement by greater publicity.

Suggestions on improving the visibility of Committees

- Greater use of social media and on-line engagement, including live streaming to allow residents to interact from home. *All committees already have a presence on Twitter, Facebook and Instagram. Meetings have been live streamed through Periscope where residents can comment on the broadcast;*
- Advertise on community Facebook pages;
- Move around the borough/district. *At present some committees move and others stay in one place. There is no firm evidence that more residents attend those meetings that move.*
- Local Information leaflets and newsletters;

- More publicity for meetings on SCC and borough/district websites. Ask members to promote to residents;
- A more positive response from officers to residents requests;
- Invite local organisations to attend and participate;
- Quicker implementation of decisions and follow up on actions;
- Some responses felt that the public should be represented by their councillors and there was a danger of the committee only listening to those who shout the loudest.

APPENDIX C – General Survey results

Overview of respondents

472 responses received: Elmbridge (4.73%) 22; Epsom & Ewell (5.81%) 27; Guildford (4.52%) 21; Mole Valley (9.89%) 46; Reigate & Banstead (6.45%) 30; Runnymede (7.74%) 36; Spelthorne (1.72%) 8; Surrey Heath (45.38%) 211; Tandridge (4.73%) 22; Waverley (3.66%) 17; Woking (5.38%) 25.

These were from: Borough or district councillor (BC/DC) not on a local committee (LC) (7.10%) 33; a parish or town council (4.73%) 22; a resident association (9.89%) 46; other mainly residents (81.08%) 377.

Awareness of the Committees

27% were aware of the LC, but 35% of these had not engaged with the committee.

73% did not know about the committee, this included 15% of BC/DC councillors, 36% of parish and town councils and 72% of residents associations (including all (4) who responded from E&E an RA led Borough). Increasing awareness of the LCs would seem to be a key factor. There were many suggestions around increasing use of social media and publicising agenda and meeting dates/times, things that already happen but which people don't seem to be aware of.

Views of those who had engaged with the Committees

Those who had engaged with the committee were largely positive with the highest score of 65% feeling it gave a good opportunity for residents to voice their views. This measure was also ranked highest in answer to the question of what the purpose of the committee should be, along with taking local decisions. Interestingly however, 55% did not feel it was a good conduit for resident engagement, although comments centred on lack of awareness and publicity for the meeting and a feeling that views were dismissed or not listened to. 73% did not feel it met the needs of residents generally to engage with the County Council. (SCC) Comments relate to SCC being remote and the committee being seen as having limited power to direct departments and get things done. There were requests for more informal contact with councillors and more involvement in influencing policy by local people.

Scrutinising local services and influencing borough/district and SCC Cabinet decisions were the lowest ranked priorities for the committee, although this seems in contrast to some of the comments made above.

55% wanted the committee to meet more often, although there was no status quo option and 51% wanted them to meet in the evening to allow those who work to attend. There was some support for a mix of day and evening meetings.

Views of those who were not aware of the Committees

87% wanted a forum for residents to voice their views and 75% wanted a forum for discussing local priorities and strategies. Improving partnership working was the least popular at 42%.

70% wanted the meetings in the evening and 56% thought they should meet quarterly, although 40% thought they should meet monthly.

Views of Borough & District Councillors not on the Committee

Views were similar, although for those aware of the committee, their priorities were more focussed around taking local decisions and improving partnership working. For those unaware a forum for discussing local priorities and strategies was their key focus. 56% felt the committee was a good conduit for resident engagement, perhaps reflecting a greater understanding of the constraints on the committee to respond to requests from residents.

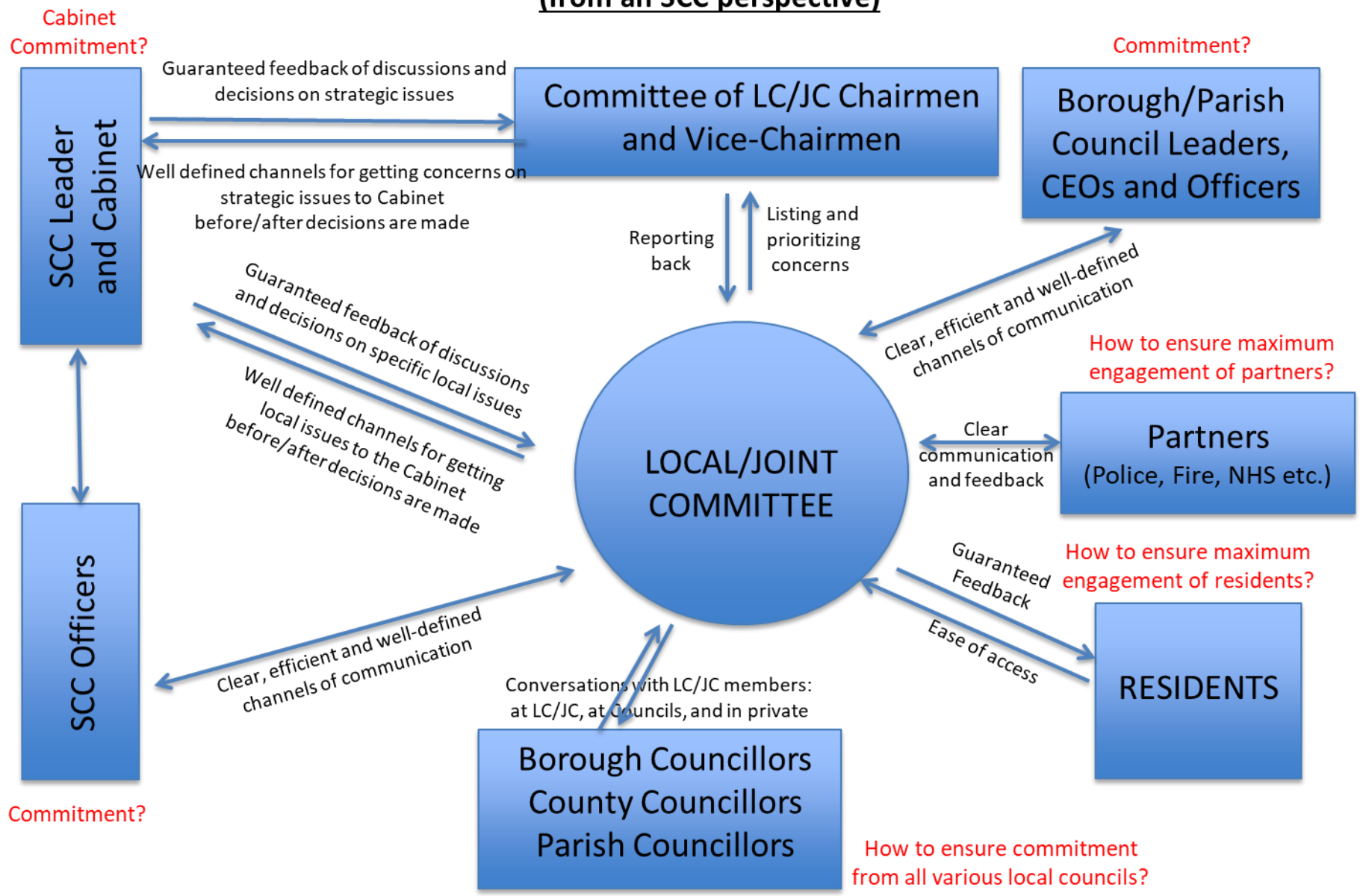
Views of Parish and Town Councils

Parish & town councils saw taking local decisions as a key role and 67% felt the committee was a good conduit for resident engagement and 73% felt it met the needs of residents to engage with SCC. Everyone who responded, who wasn't aware of the committee, wanted a forum to discuss local priorities and strategies. Meeting during the day or in the evening was more evenly split.

Views of Residents Associations

Only 50% thought the committee was a good conduit for resident engagement **Overview** and 58% felt it did not meet the needs of residents to engage with SCC. 91% of those not aware of the committee wanted a forum for residents to voice their views. 50% wanted monthly meetings. 62% wanted evening meetings.

Overview of LC/JC's Ideal Channels of Communication (from an SCC perspective)



Page 176

Limited funding and budget pressures

Inaccessibility to information and data

Want better community conversations talking about problems encountered

Page 17
Very limited scrutiny of local services and impact on residents. Limited to highways, Trading Standards, Fire and Rescue.

Want to be cognisant of strategic planning issues and implications of necessary infrastructure, school places etc.

Don't deliver on other people's raised expectations

Want greater resident participation. Single issue meetings e.g. on flooding

Poor Communication and Publicity for meetings

Don't know where LC/JCs fit into the Strategic People and Places Agenda?

Funding contributions from D/Bs

Low public attendance at meetings

THE THINGS THAT WE FIND FRUSTRATING ABOUT LOCAL AREA / JOINT COMMITTEES IN SURREY

Feel that dialogue only happens once a service is being cut/ consultation. No input from LC/JCs at earlier stage.

Want meetings held at different venues. Will be problem with sound systems

Boring. Round-robin of identical reports to LC/JCs

Poor Police Attendance
Uncertainty

Appendix E: LCs/JCs Frustrations

Not taken seriously by Cabinet and Lead officers

Need remit increased. LC/JCs in bubble. Very little passes from them upwards to Cabinet.

LC/JCs should contribute to formulation of strategies, plans and policies of the council with reference to their local knowledge of the circumstances and characteristics of their area.

Often difficult/impossible to get detailed reports from officers e.g. education no longer provide local data and officers do not attend meetings. Need to discuss school closures and school places.

Joint Committees better at shaping the delivery of local services

Timing of meetings. Agenda setting.

Cost of Highways schemes and unreasonable time to complete simple schemes e.g. road markings

Appendix F: LCs/JCs What we are good at

Please....Important to give LC/JCs a little executive power. Creates good feeling with members and residents like it

LC should act as a lens to reflect and concentrate the work of SCC down to the locality

More joint working can create new possibilities and opportunities for LC/JC.

Addressing local issues of importance

Being part of a Community

Giving the Community a Voice

Shaping the delivery of local services

Builds confidence

Making transparent and accountable decisions

Open Forum

Opportunities

Working with Partners, voluntary and private sector

Belonging and connecting with others

Be part of a large scale project that benefits the area

THE THINGS WE LIKE ABOUT LOCAL/JOINT AREA COMMITTEES IN SURREY

Chance to engage with and help residents

Satisfaction with a tangible end result

Bringing people together

Listening

Building COMMUNITY Leadership and engagement

Working towards a goal

Good communication essential

Being part of a collaborating team

Giving residents a platform

Learning, hearing, recognising strengths and weaknesses

Appreciate the work of others

LOCAL AND JOINT COMMITTEE REVIEW ACTION PLAN 2018

Overall accountable individual: Jane Last

RECOMMENDATION		ACTIONS & KEY MILESTONES	ACCOUNTABLE OWNER	START DATE	DUE DATE	RESOURCES REQUIRED	EXPECTED SAVINGS/ BENEFIT
Ref	Description						
a.	Recommendation 1: Prior consultation and engagement with local and joint committees should be a requirement on all matters with a specific local impact being brought to Cabinet.	Review and update Cabinet checklist for adding items to the forward plan to strengthen requirements over prior local consultation as part of the Cabinet forward planning process	Partnerships Manager with Senior Manager Governance, Democratic Services	August 2018	Sept 2018	To be delivered within current resources	To give LC/ JC Chairmen better oversight of upcoming items and to ensure that Local impacts considered in countywide policy development
		SCC forward plan to be part of annual priority-setting session, and reviewed as part of agenda planning.	Partnership Leads with Partnership Committee Officers	July 2018	Oct 2018	Local/Joint Committee Chairmen	As above.
		Review process for escalating issues to Cabinet with local and joint committee chairmen.	Partnership Team Manager with LCJC Chairmen	October 2018	Dec 2018	LC/JC Chairmen	Chairmen have agreed route to escalate local concern
		Work with services and corporate communications on publicising consultation activity.	Engagement Team Manager with Corporate Communications	August 2018	March 2019	Engagement Team	Consultation activity is effective.
b.	Recommendation 2: Cabinet should examine what further powers can be devolved to the local and	Consult county services and Cabinet and bring proposals for additional delegations to Cabinet and Council for decision.	Partnership Team Manager	August 2018	May 2019	Community Partnership Team	Local and Joint Committees are at the heart of local issues.

RECOMMENDATION		ACTIONS & KEY MILESTONES	ACCOUNTABLE OWNER	START DATE	DUE DATE	RESOURCES REQUIRED	EXPECTED SAVINGS/ BENEFIT
Ref	Description						
	joint committees.	Agree approach to handling information items with local and joint committee chairmen.	Partnership Team Manager with Partnership Leads	Sept 2018	Dec 2018	Community Partnership Team	Best use is made of committee time.
c.	Recommendation 3: Cabinet should commit to safeguarding the on-going provision of funding allocations that help members to become game changers locally.	Consult corporate finance and Cabinet to agree levels of member funding allocation amounts in advance, detailing the grant that will be available in forthcoming financial years,	Engagement Team Manager with Corporate Finance	Nov 2019	Jan 2021	Engagement Team and SCC Finance	Provides members with greater certainty on future funding.
d.	Recommendation 4: Engage with district and borough councils to encourage all local committees to become joint committees at the earliest opportunity.	Engage with district and borough leaders and CEOs, as well as local committee chairmen, on the benefits of joint committees for residents locally.	Partnership Leads	August 2018	May 2020	To be delivered within existing resources	Both authorities begin to identify shared priorities for closer working.
E	Recommendation 5: The Leader or Deputy Leader of the district/borough councils should chair or vice-chair the joint committee on a permanent, or alternating basis, if this is met with local agreement.	Review the chairmanship arrangements in the existing joint committees to determine the most suitable arrangements locally	Partnership Team Manager with Partnership Leads	Oct 2018	May 2019	Community Partnerships Team, with district/ borough officers and members	Arrangements are agreed locally and give borough/ district councils a strong voice at a county level.
f.	Recommendation 6: Local and joint committees to play a key place-based role across SCC, district/borough councils and partners helping to articulate the needs and	Put in place appropriate linkages between the county and district officers and members supporting the local committees, so that both sides have oversight of, and influence into the forward plans of the other authority.	Partnership Team Manager with Partnership Leads	October 2018	Mar 2019	As above.	County and district/borough councillors and officers are working closely

RECOMMENDATION		ACTIONS & KEY MILESTONES	ACCOUNTABLE OWNER	START DATE	DUE DATE	RESOURCES REQUIRED	EXPECTED SAVINGS/BENEFIT
Ref	Description						
	ambitions of communities.						together to improve policy development and consultation.
g.	Recommendation 7: Ensure good governance of joint committees by adopting a simplified framework for any new joint committees, and working towards gradual alignment for the existing three joint committees.	Agree simplified approach with advice from the county and district/borough Legal Services.	Partnership Team Manager with Legal Services Manager	Dec 2018	June 2019	Legal Services	Joint committees collaboration empowers committees.
		Review existing constitutions with the established joint committees, to determine appetite for simplifying.	Partnership Team Manager with Partnership Leads	Dec 2018	June 2020	Legal Services and Leaders at SCC & BC/DCs	Joint committee arrangements are less complex and more adaptable.
		Agree updates to the scheme of delegation for local and joint committees, in conjunction with recommendation 2 (ref b. above) and seek Cabinet and Council approval.	Partnership Team Manager with Partnership Leads	August 2018	Dec 2018	As above, with SCC Senior Service Managers	Local and joint committees have an up to date remit.
h.	Recommendation 8: Each local/joint committee must have authority to co-opt non-voting advisory members. This should include members of Parish Councils or other groups with local influence. The joint committee itself should contain one, possibly 2 members from the public with specific expertise or involvement in a particular project. Another possibility	Discuss approach with Local and Joint Committee Chairmen, to be in place for start of 2019-20 municipal year.	Partnership Team Manager	October 2018	May 2019	Community Partnerships Team working with Chairmen and local stakeholders	Local and Joint Committees have greater local representation and involvement.
		Agree revisions required to the SCC Constitution (and/or joint committee constitutions) and seek Cabinet and Council approval, in line with recommendations 7 above.	Partnership Team Manager	August 2018	Dec 2018	Community Partnerships Team, Legal Services	As above.

RECOMMENDATION		ACTIONS & KEY MILESTONES	ACCOUNTABLE OWNER	START DATE	DUE DATE	RESOURCES REQUIRED	EXPECTED SAVINGS/BENEFIT
Ref	Description						
	for those boroughs/districts that contain parishes is that the vice-chairman be a parish councillor.						
i.	Recommendation 9: An annual meeting to set priorities prior to the start of the Council year should consider all local priorities, and is an opportunity to invite strategic partners, businesses and residents, to engage in the process. Recommendation 10: Local and joint committees should highlight their achievements and undertake annual monitoring of their performance against agreed priorities	Agree approach with local/joint committee chairman ahead of the new municipal year, and invite local stakeholders. Event to consider both achievements from the year, and priorities for the year ahead.	Partnership Committee Officers	May 2019	June 2019	Community Partnerships Team, Engagement Team, Corporate Comms	Local residents and businesses are engaged in setting local priorities.
		Publicise event widely on social media and through local channels.	Partnership Committee Officers with Engagement Team	May 2019	June 2019	As above	As above.
		Identify and roll out process for highlighting of achievements and monitoring of performance against priorities	Partnership Team Manager with Partnership Leads	June 2019	Dec 2019	With LC & JC chairmen and vice-chairmen	Cabinet is able to take into account issues of local concern.
j.	Recommendation 11: Invite district and borough councils to consider providing additional officer(s) resource in support of the collaborative work undertaken by joint committees, working alongside SCC officers.	Hold discussion with Leaders and Chief Executive Officers in areas with joint committees to explore how officers from both authorities can help the committees achieve shared ambitions.	Partnership Team Manager	Dec 2018	Mar 2019	With members and officers from both authorities	Joint committees have capacity to deliver on the expectations of their members.
		Agree approach with any other authorities looking to become a joint committee in the near future.	Partnership Team Manager	August 2018	Mar 2019	As above	As above.

RECOMMENDATION		ACTIONS & KEY MILESTONES	ACCOUNTABLE OWNER	START DATE	DUE DATE	RESOURCES REQUIRED	EXPECTED SAVINGS/ BENEFIT
Ref	Description						
j.	Recommendation 12: Improve effective communications between local and joint committees and Surrey residents.	Develop a comprehensive publicity campaign to promote local and joint committees, using both digital and traditional channels.	Engagement Team Manager	Sept 2018	Mar 2019	Engagement Team	Raises the profile of Local and Joint Committees among Surrey residents.
		Use digital and online channels to complement and support traditional forms of engagement at local and joint committee meetings.	Engagement Team Manager	Sept 2018	Sept 2019	Engagement Team and Community Partnership Team	Local and Joint Committees reach a wider audience and diverse range of residents.
		Consult local and joint committee members to identify and facilitate discussions about local topics with residents through digital channels.	Engagement Team Manager	Oct 2018	Mar 2019	Engagement Team and Community Partnership Team	Residents can engage with members on pertinent local issues.
k.	Recommendation 13: Retain and strengthen the 'open forum' section of the meeting.	Pilot the use of open forum sections of the meeting as vehicles for service and wider community consultations on local issues.	Engagement Team Manager and Partnership Team Manager	Dec 2018	Apr 2020	Engagement Team and Community Partnership Team	Residents have opportunity to influence issues and services.
l.	Recommendation 14: Chairmen and Vice-chairmen of LCs/JCs should receive training to support them in their roles.	Draw up a training specification with agreed learning outcomes designed to support key aspects of this role in consultation with Chairmen and Vice Chairmen of LCs/JCs as part of Member Development Programme.	Partnership Team Manager	Sept 2018	Nov 2018	Community Partnerships Team. SCC HR with LC & JC chairmen and vice-chairmen	
		Identify budget and commission training providers to deliver the training	Partnership Team Manager	Oct 2018	Dec 2018	Community Partnerships Team	

RECOMMENDATION		ACTIONS & KEY MILESTONES	ACCOUNTABLE OWNER	START DATE	DUE DATE	RESOURCES REQUIRED	EXPECTED SAVINGS/BENEFIT
Ref	Description						
		specification and link with Member Development Cross County Group					
		Roll out and delivery of training across Chairmen and Vice Chairmen of LCs/JCs.	Partnership Team Manager	Jan 2019	May 2019	Training Provider & Community Partnerships Team	
		Collate feedback and review course delivery.	Partnership Team Manager	March 2019	March 2019	Community Partnerships Team	