

MINUTES of the meeting of the **ENVIRONMENT SELECT COMMITTEE** held at 10.00 am on 22 February 2019 at Ashcombe Suite, County Hall, Kingston upon Thames, Surrey KT1 2DN.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 24 April 2019.

Elected Members:

- * Rachael I. Lake (Chairman)
- * Mr Saj Hussain (Vice-Chairman)
- * Mr Mike Bennison
- * Mr Jonathan Essex
- Mr Richard Hampson
- * Miss Marisa Heath
- * Mrs Jan Mason
- * Mrs Tina Mountain
- * Mr Keith Witham
- * Amanda Boote

In attendance:

Mr Mike Goodman, Cabinet Member for Environment and Waste
Ms Denise Turner-Stewart, Cabinet Member for Community Safety, Fire and Resilience

19 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

None were received.

20 MINUTES OF THE PREVIOUS MEETING: 5 DECEMBER 2018 [Item 2]

1. A Member of the Committee raised an issue with the formatting of the Surrey Fire and Rescue Service Performance and Transformation Update presentation, which had been attached to the minutes of the previous meeting on 5 December 2018 as Annex 1. The Chairman told the Committee that the formatting will be corrected and attached to the minutes of the 22 February 2019 meeting as Annex 1.
2. The minutes were then agreed by the Committee.

21 DECLARATIONS OF INTEREST [Item 3]

1. Mr Jonathan Essex informed the Committee that he is a member of the Campaign to Protect Rural England.
2. A discussion was had about those Members of the Committee who are also members of the Surrey Wildlife Trust (SWT). The Chairman stated that membership would not represent a conflict of interest.

22 QUESTIONS & PETITIONS [Item 4]

None were received.

**23 A JOINT 25 YEAR STRATEGY FOR SURREY'S COUNTRYSIDE ESTATE
[Item 5]**

Witnesses:

Mike Goodman, Cabinet Member for Environment and Waste

Lisa Creaye-Griffin, Countryside Group Manager

Key points raised during the discussion:

1. The Cabinet Member for Environment and Waste explained the background to the Strategy and discussed the public consultation which was scheduled to go live in May 2019.
2. The Committee heard from the Countryside Group Manager, who presented a slideshow (attached as Annex 1) on the strategy. The officer explained that the Strategy engagement process started by working with members of the community such as major landowners and community liaison groups and ran a Caring for the Countryside survey between September and December 2018.
3. The Countryside Group Manager then went on to discuss the feedback gathered through focus group workshops, which showed a difference in the views of younger and older users. This was particularly evident on the issue of car parking charges, with younger users showing a greater willingness to pay.
4. Discussing emerging themes, the Countryside Group Manager told the Committee that the feedback gathered showed a desire from users to know more about the sites and what they offer. As a result, Highways, Transport and Environment (HTA) were looking at ways to increase interaction with users and help join up sites across the county. The Countryside Group Manager also spoke about the importance of supporting the farms and businesses that are based on the Countryside Estate.
5. The Countryside Group Manager went on to speak about the structure of the Strategy and asked the Committee for their advice on whether it was moving in the right direction. The officer also talked about the desire to get communities more involved in running their local sites and potential areas of local collaboration moving forward.
6. The Chairman spoke about her disappointment with the Strategy and the lack of clarity contained within the feedback. While the Strategy indicated that there was a strong desire from residents for the Surrey countryside to be protected and maintained, the Chairman said that she felt there was a misunderstanding with residents over the management of the sites and the related costs.
7. Two Members of the Committee expressed their concern that the SWT were not present.
8. Responding to a Member's question about disability access at the Countryside Estate, the Cabinet Member for Environment and Waste spoke about the improvements that had been made to trails and car parks but agreed that more needed to be done. He then told the Committee that a section of the final Strategy would be dedicated to the issue.
9. A discussion was had about the demographics of those who had responded to the consultation laid out in the report, with one Member saying they found it difficult to provide adequate feedback due to the small number of participants. Speaking about the annual costs of

maintaining the estates, the Countryside Group Manager told the Committee that the estates are managed as a whole and have a central cost, which made it difficult to break down the costs related to individual sites.

10. Officers were asked if it would be possible for the Council to set up a trust so that users of the Countryside Estate could become members and, subsequently, qualify for free parking. The Cabinet Member for Environment and Waste told the Committee that, while SWT offer membership, it was not possible for them to offer free car parking as part of that membership for financial reasons.
11. The Chairman questioned the Cabinet Member for Environment and Waste about whether or not the Council would be able to offer yearly parking tickets for the Countryside Estate and was told that they already do, with over 600 being sold as of February 2019 at £60 each per annum.
12. A Member of the Committee spoke about the need to build on the ideas set out in the summary and formulate a purposeful strategy that would put environmental concerns ahead of financial issues. The Member went on to discuss alternative travel arrangements to the Countryside Estate – such as bicycle parking and buses – and the importance of providing information for users of the sites so that the costs can be clearly communicated. He also discussed the need for the Council to lay out a clear strategic vision for the future of the Countryside Estate before discussing any financial constraints.

Recommendations/actions to be taken:

1. The Chairman recommended that the Countryside Group Manager take away the information gathered at the Committee meeting and add it to the Strategy in time for the next meeting on 24 April 2019. In response, the Countryside Group Manager requested a meeting of the Member Reference Group before the full Committee next meets, and the Chairman then laid out the plan for the Strategy which would see it discussed both by the Member Reference Group and at the next committee meeting before going to Cabinet, where any further recommendations would be tabled if necessary.

24 SURREY FIRE AND RESCUE SERVICE TRANSFORMATION WORKING GROUP SCOPING DOCUMENT [Item 6]

Witnesses:

Denise Turner-Stewart, Cabinet Member for Community Safety, Fire and Resilience

Steve Owen-Hughes, Acting Chief Fire Officer

Jason Russell, Executive Director (Highways, Transport and Environment)

Key points raised during the discussion:

1. Before hearing from officers, the Chairman informed the Committee about an error contained in the original Surrey Fire and Rescue Service Transformation Working Group Scoping Document, which had been released to the public. A corrected version was tabled at the meeting and is attached to the minutes as Annex 2.

2. Discussing the scoping document, the Acting Chief Fire Officer explained that it reflected how fast things were moving in the Surrey Fire and Rescue Service (SFRS) and welcomed the formation of a Working Group.
3. Responding to a question about SFRS adjusting the delivery of its service to the amount of money available, the Acting Chief Fire Officer discussed the financial budget that they will be working to. He went on to say that he hoped efficiencies and effectiveness would allow further reinvestment in the service and the possibility for the Council to invest in similar services if outstanding funds remained after that. The Executive Director then went on to discuss the extensive nature of the service's transformation and the need for money to be invested. The Committee was informed that a claim had been put in for transformation funding amounting to approximately £900,000 and that additional claims would be tabled if needed.
4. A Member of the Committee asked the Acting Chief Fire Officer about SFRS now being both a fire and rescue service and the possibility for more information about the rescue side of the operation being included in the scoping document. They then went on to question SFRS's ability to cooperate with other organisations so that the Member Reference Group were able to better understand the context in which the scoping document had been formulated. In response, the Acting Chief Fire Officer discussed the change in legislation through the Fire and Rescue Services Act 2004 and the work undertaken by SFRS through the coordination of services managed by the local resilience forum. The Executive Director also discussed the relationship between fire and rescue services and told the Committee that the aim was to further the connection between the two so that there was greater integration with wider Surrey services and partners.
5. The Chairman questioned the possibility of emergency planning leaving the scrutiny of the Environment Select Committee and moving to another, and the Executive Director informed Members that no decision had yet been made but that it was a case of which committee it would best work under. A discussion was then had about the potential for a co-opted place to be left on the Environment Select Committee if emergency planning scrutiny was moved from its remit.
6. Returning to the cooperation undertaken between SFRS and its partner organisations, the Cabinet Member for Community Safety, Fire and Resilience highlighted the extensive work done by speaking about projects with the Royal National Lifeboat Institution and the Environment Agency.
7. The Vice-Chairman questioned officers about the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report, which was released after the scoping document, and asked whether all of the issues raised in the former could be adequately addressed in the latter. In response, the Acting Chief Fire Officer told the Committee that the Surrey Fire and Rescue Service had already had a debrief about what the issues were likely to be before the formulation of the scoping document and were working closely with the liaison officers at HMICFRS to make sure that they meet their statutory responsibilities.
8. The Acting Chief Fire Officer then returned to a question a Member put forward about the scrutiny of the SFRS's budgets and informed the Committee that these would include all financial areas so that all resources are available. The officer also spoke about capital

programmes, which run up to the year 2030, and the management of estates, which SFRS ensure was used in an integrated way to provide community-focused projects.

9. Responding to a question about SFRS staff satisfaction levels, which the consultation feedback indicated was at 40%, the Acting Chief Fire Officer told the Committee that the report was around two years old and reflected both where the service was at that point in time and the culture that was still evident. He went on to talk about the relationship between the service and the local unions and the discussions that had been undertaken around the issues of staff morale and welfare.
10. A Member of the Committee spoke about the role that local committees played in scrutinising the performance of fire services and mentioned the yearly presentations that were once undertaken by leading figures from local fire stations. In response, the Cabinet Member informed the Committee that annual reports were produced for each local and joint committee and that officers would be happy to attend and present those reports if asked to do so.

Resolved:

1. The Committee approved the terms of reference outlined in the scoping document.
2. A discussion was had about the makeup of the Working Group, and it was agreed that it would comprise of five members – excluding the Chairman, who would attend as an ex-officio when needed. The membership was as follows:
 - Saj Hussain (Chairman)
 - Amanda Boote
 - Tina Mountain
 - Jan Mason
 - Marisa Heath

25 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME [Item 7]

Key points raised during the discussion:

1. The Chairman informed the Committee that the only change they needed to be informed of was concerned with a new community recycle centres working group that had been requested by the Cabinet Member for Environment and Waste. This would be chaired by Dr Andrew Povey, who would report to the Environment Select Committee before going to Cabinet.
2. The Chairman discussed the two items on the recommendations tracker and told the Committee that these would be chased up as they are yet to be completed.

26 DATE OF THE NEXT MEETING [Item 8]

The next meeting will take place on 24 April 2019 in the Ashcombe Suite, County Hall.

Meeting ended at: 11:58 am

Chairman

MINUTES of the meeting of the **ENVIRONMENT SELECT COMMITTEE** held at 10.00 am on 5 December 2018 at Meeting Room 1, Wray Park Centre, Surrey Fire and Rescue Service HQ, 70 Wray Park Rd, Croydon Rd, Reigate RH2 0EJ.

These minutes are subject to confirmation by the Committee at its meeting on Friday, 22 February 2019.

Elected Members:

(present*)

- * Rachael I. Lake (Chairman)
- * Mr Saj Hussain (Vice-Chairman)
- * Mr Mike Bennison
- * Mr Jonathan Essex
- * Mr Richard Hampson
- * Miss Marisa Heath
- * Mrs Jan Mason
- * Mrs Tina Mountain
- * Mr Keith Witham

In attendance:

Mike Goodman, Cabinet Member for Environment and Transport
Denise Turner-Stewart, Cabinet Member for Community Services

9 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

There were no apologies.

10 MINUTES OF THE PREVIOUS MEETING: 06 SEPTEMBER 2018 [Item 2]

Councillor Essex commented that whilst there seemed to be a clear action plan in place to address air quality issues, this did not seem to be the case with carbon emission issues and asked for the inclusion of this comment within the 6 September minutes. The Chairman agreed to take this forward with the Cabinet Member for Environment and Transport who assured the Committee that recruitment would be taking place to ensure an officer was in place to support the delivery of both the low emissions and electric vehicle strategy.

11 DECLARATIONS OF INTEREST [Item 3]

There were none.

12 QUESTIONS & PETITIONS [Item 4]

1. A Member question was received from Councillor Povey. The question and response is attached to the minutes.
2. Councillor Povey thanked the Chairman and officers for the response stating that his local CRC in Cranleigh was under threat of closure. With regards to the recycling rates for district and boroughs for

2017/18, Councillor Povey queried why recycling figures between each of the authorities was so varied.

3. The Cabinet Member for Environment and Transport stated that kerbside waste collection was the responsibility of district and boroughs and these recycling rates had been taken forward with each authority to understand what could be done to improve rates. Work was being undertaken by the Surrey Waste Partnership (SWP) to address this issue. The Cabinet Member added that if recycling rates increased there would be a bigger saving to be made with reduced waste disposal costs
4. The Committee relayed their concerns around the recycling rates for district and boroughs to the Cabinet Member. Officers agreed to provide Members with data displaying recycling rates for district and boroughs over recent years.

Actions:

- I. For officers to provide the Committee with district and borough recycling rates covering the last five years.

13 RESPONSE FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE [Item 5]

The Chairman informed the Committee that she had attended the Cabinet meeting where the Low Emissions Transport Strategy and Electric Vehicle Strategy was considered. She added that the Committees recommendations regarding the strategies had been endorsed by the Cabinet Member.

14 CONCESSIONARY TRAVEL FUNDING CONSULTATION UPDATE [Item 6]

Declarations of interest:

The Chairman declared a personal interest in that her husband holds a disability pass.

Witnesses:

Paul Millin, Strategic Transport Group Manager
Jason Russell, Executive Director for Highways, Transport and Environment
Mike Goodman, Cabinet Member for Environment and Transport

Key points raised during the discussion:

1. A Member of the Committee stated that removing free concessionary travel for disabled pass holders before 09.30 and after 23.00 Monday to Friday would impact on those disabled people who needed to travel to and from work. Those disabled people receiving the minimum wage would also be impacted by the removal of this concessionary fare. The Chairman explained that Central Governments statutory scheme requires that qualifying older and disabled people be allowed to travel for free on buses after 09:30 and before 23:00 Monday to Friday, plus all day on Saturdays, Sundays and Public Holidays. It was added that the costs of providing the additional travel concession on bus services outside the statutory hours have been subsidised by Surrey tax payers for many years.
2. The Strategic Transport Group Manager explained that as of 4 December 2018, just over 1,500 responses had been received for the consultation. Key themes emerging from the consultation are included

in Annex 1 of the agenda report. Discussions would be taking place with a number of advocacy groups that represent the views of disabled people to understand the implications of the potential removal of the two additional concessions and possible mitigation measures.

3. There was a short discussion around the impacts of removing the additional concessionary fare offer on the state benefit system. It was queried if officers had information on the number of Surrey disabled bus pass holders who received state travel benefits. Officers explained that this was not information they had access to nor collected.
4. The Committee agreed that if there was a removal of free concessionary bus travel for disabled people then more would need to be done to ensure those affected were made aware of the state benefits and support in place for them. The Strategic Transport Group Manager explained that officers had engaged and publicised the concessionary bus travel public consultation through a number of different formats including producing hard copy brochures, large print and easy read documents and offering residents a text service.
5. A Member commented that removing free concessionary bus travel before 09.30 and companion passes would not support the council's sustainable travel agenda and would also impact on elderly people who rely on companions to travel with. There was a concern that many elderly residents would be left house bound because of this. In terms of the estimated annual saving to be achieved from this removal, some Members were of the view that this saving should be sought elsewhere in the Council. The Executive Director explained that work was being undertaken by the service to review areas of statutory and non-statutory spend as a means of addressing the current budget situation. It was added that the areas of statutory and non-statutory spend for the service could be shared with the Committee.
6. With the current budget pressures facing the council, some Members were of the view that removing free concessionary travel for disabled bus pass holders and removing companion passes would help the council achieve savings. It was added that many other local authorities only offered the statutory travel offer required by Government.
7. A Member of the Committee queried if officers had details on which disabilities those people using the disabled bus pass had and accompanying salary information. The Member was of the opinion that more detail should be included within the attached Equality Impact Assessment. The Strategic Transport Group Manager explained that Annex 4 of the agenda report listed the categories of disability that were eligible for a disabled persons concessionary bus pass and would check if it was possible to get a breakdown for each category. It was further added that the financial information on pass holders was not collected.
8. Some Members of the Committee agreed that Central Government should cover the costs for free concessionary travel for disabled bus pass holders before 09.30 and after 23.00 Monday to Friday. A Member of the Committee commented that it would be difficult for Central Government to justify covering the costs for a discretionary service which fell outside its statutory responsibility. It was agreed for the Cabinet Member to raise the issue of travel funding for disabled pass holders with the Minister of State for Transport.
9. It was confirmed that the Concessionary Travel Funding Consultation Member Reference Group would meet on 14 January 2019 to review the results of the public consultation and would also in the future,

review the work being undertaken with district and boroughs around concessionary travel arrangements.

Resolved:

- I. The comments and concerns of the Committee were noted.
- II. That details of the areas of statutory and non-statutory spend within the Environment and Infrastructure directorate is shared with the Committee.

15 SHAPING SURREY'S COMMUNITY RECYCLING CENTRES [Item 7]

Declarations of interest:

None

Witnesses:

Richard Parkinson, Waste Operations Group Manager

Jason Russell, Executive Director for Highways, Transport and Environment

Alan Bowley, Interim Head of Environment

Mike Goodman, Cabinet Member for Environment and Transport

Key points raised during the discussion:

1. The Cabinet Member provided the Committee with an update on the ongoing CRC consultation. The Interim Head of Environment explained that a Resources and Waste Strategy was due for publication by Defra in late December 2018. It was further explained that the strategy would have implications for local authorities waste and recycling policies. It was agreed for a meeting to take place in January 2019 to consider the CRC public consultation feedback and receive an update from officers on the impacts of the Resources and Waste Strategy on Surrey County Council. The Interim Head agreed to send the Committee the Resources and Waste Strategy once published.
2. A Member of the Committee explained that some of her residents were confused around the size of the 'bags' that could be taken to CRCs as part of the waste charging scheme. The Cabinet Member stated that once changes to CRCs were agreed, a communications campaign would be underway to clarify with residents the policies in place at CRC's. It was added that the Surrey Waste Partnership (SWP) would support this campaign.
3. A number of questions and comments were raised by the Committee. Officers agreed to provide a response to the questions raised. The following questions were asked, and comments made,
 - a. It was queried if there was an opportunity for a volunteer or community group to operate a Surrey CRC as the Charity Newmarket Open Door had done in Suffolk,
 - b. Has the authority considered that charging for construction wood will lead to increased fly-tipping,
 - c. It would be useful for Members to be provided with a breakdown of recycling rates for each Surrey CRC and operating costs at each CRC,
 - d. In relation to paragraph 7 in the report, can officers explain how 'reasonably accessible' is measured in relation to accessing CRCs in Surrey and the impact of CRC closures on residents who use public transport to access the CRCs,

- e. For Members to be provided with enforcement and prosecution numbers for fly-tipping in each Surrey district and borough,
- f. Members welcomed extended opening hours in larger CRC's if some smaller CRC's were too close,
- g. Has the Council ever considered a free kerbside collection as is done by Yarra Ranges Council in Melbourne, Australia,
- h. With the possible closure of CRC's, it was important that traffic measures at each of the remaining CRC's is reviewed with the possible increase in traffic movements.

Resolved:

- I. That the Committee review the CRC public consultation feedback and receive an update from officers on the impacts of the Resources and Waste Strategy on Surrey County Council in early January 2019.
- II. The Interim Head to send the Committee the Resources and Waste Strategy once published.
- III. Officers provide a response to the questions raised (a-h) by Members in the meeting.

16 SURREY FIRE AND RESCUE SERVICE (SFRS) PERFORMANCE AND TRANSFORMATION UPDATE [Item 8]

Declarations of interest:

None

Witnesses:

Steve Owen-Hughes, Director of Community Protection and Emergencies
 Jason Russell, Executive Director for Highways, Transport and Environment
 Denise Turner-Stewart, Cabinet Member for Community Services

Key points raised during the discussion:

- 1. The Director of Community Protection and Emergencies presented the Committee with a presentation which detailed proposals for service wide transformation of the Surrey Fire and Rescue Service (SFRS). A detailed presentation is attached as Annex 1 to the minutes. The Committee were informed that the publication of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection report on the Surrey Fire and Rescue Service had been delayed to 14 December 2018.

Councillor Heath left the meeting at 12.30

- 2. The Chairman raised concerns around plans to consult the public on a new Integrated Risk Management Plan (IRMP) during the purdah period in 2019. To ensure the service improves and savings are achieved, the Executive Director explained that transformation work would need to take place as a matter of urgency. It was agreed that details and timelines for the public consultation would be shared with the Committee once finalised.
- 3. There was a short discussion around possible income generating opportunities for the SFRS and activities that could be charged for. The Director of Community Protection and Emergencies explained that one of the key responsibilities of Fire and Rescue Authorities is to

protect life and it was therefore difficult to charge for activities when risk of life was paramount.

4. Although there had been a reduction in the number of fires over the last ten years, the Director of Community Protection and Emergencies explained that this number was now increasing.
5. With regards to Initial Response Vehicles (IRVs), it was explained by officers that these vehicles were widely used all over Europe. Surrey County Council had been using these on a trial basis but this model of service delivery was not supported by the Fire Brigades Union (FBU). Although the concept was still valid, IRVs would not be utilised by Surrey going forward. The Executive Director further added that £6m savings enlisted for the service had been predicated on the introduction of IRVs.
6. The Cabinet Member recognised that a number of changes were required to improve SFRS and these were supported by the Cabinet. There would be investment made to the service to ensure improvements could take place. The Cabinet Member reinforced the importance of scrutiny during the period of transformation.
7. It was explained that the Fordbridge fire station in Ashford would be opening in January 2019 and both Staines and Sunbury fire stations would be vacated by this date.
8. The Chairman proposed that a Member Reference Group is convened to support the SFRS transformation programme.
9. A Member of the Committee stated that the Summary Full Business Case included within the agenda item was very high level and a simpler version should be made available for public consumption. The Director of Community Protection and Emergencies confirmed that a copy of the Full Business Case had been shared with the Home Office. It was further added that feedback from HMICFRS had informed content within the Full Business Case.

Mike Bennison left the meeting at 13:59

10. It was confirmed that officers were currently putting together a communications and media strategy to inform staff and residents on the results of the HMICFRS inspection report.

Resolved:

- I. That a Member Reference Group is convened to support the SFRS transformation programme.
- II. That a copy of the HMICFRS inspection report on SFRS is shared with the Committee once published.

17 ACTIONS AND RECOMMENDATIONS TRACKER & FORWARD WORK PROGRAMME [Item 9]

Key points raised during the discussion:

1. The Actions and Recommendations Tracker & Forward Work Programme were agreed by the Committee. The Chairman added that the transformation projects within the Committees remit would be mapped alongside the 2019 Select Committee work programme.

Resolved:

That Committee agreed its forward work programme and reviewed its recommendation tracker.

18 DATE OF THE NEXT MEETING [Item 10]

The next meeting of the Environment Select Committee will be held on 22 February 2019 at 10.00am in the Ashcombe Suite, County Hall, Kingston upon Thames.

Meeting ended at: 14:06

Chairman

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Environment Select Committee

5 December 2018

Item 4: Questions and Petitions

Submitted by: Cllr Andrew Povey

The target for recycling was set at 70% in 2009. When was the target reduced and why? If the target was achieved how much would be saved (financially) and could this be an alternative to the closure of CRC's?

Response:

The Surrey Joint Municipal Waste Management Strategy (JMWMS) contains a target to recycle 70% of municipal waste by 2020. The definition of recycling within the JMWMS includes recovery of energy from wood waste at dedicated biomass processing plants and recovery of street sweepings and leaves.

In 2017/18 the overall recycling rate for Surrey, as measured against the JMWMS target, was 58.9%. Recycling at our community recycling centres (CRCs) contributes towards this target but recycling rates at our CRCs are already in excess of 70% with only small improvements possible through greater sorting of incoming residual waste. We estimate that removing the very last elements of recyclable material from residual waste delivered to our CRCs might save in the order of £100 - 200K depending on the costs associated with extracting this material. Proposals to implement this saving are already included in the transformation programme for waste.

The biggest potential for increasing recycling lies with the material collected at the kerbside, which is much greater in volume and has greater potential for separation. However it is much more difficult to increase recycling rates for this material because this relies on improving capture of materials through influencing residents' behaviour. The Surrey Waste Partnership is working hard on driving through improvements such as undertaking intensive work to improve facilities at flatted properties but there is not the same opportunity to directly control material flow as there is at our community recycling centres. Recycling rates for individual district and boroughs range from 44.1% to 61.7% as shown on the attached table.

It is also important to note that the global recycling market is currently experiencing an oversupply of materials following closure of the Chinese markets. This means that some previously recyclable materials no longer have a market and the prices paid for other materials have seen significant falls. The government are also set to release a new waste strategy in the next month or so, which we believe will advocate producers of packaging material taking much more responsibility for ensuring that it is recycled. All of this means that there will be some uncertain times ahead with regard to the recycling market.

Setting this aside, on average we anticipate that district and boroughs in Surrey will recycle just under 55% of the waste they collect at the kerbside, including collection banks and street sweepings.

Any additional recycling is likely to come from food waste and dry mixed recyclables that is displaced from residual waste. Using some very broad assumptions about the difference in the cost of dealing with food waste and recycling compared with the cost of sending material for incineration, the saving achieved could be in the order of two million pounds per annum,

depending on what additional costs might be incurred to capture greater amounts of material. This equates to just under £200K per annum saving for each percentage point increase in recycling.

Whilst this would of course be desirable, the difficulty is how this could be achieved and within what timescales. Surrey is already amongst the top performing areas for recycling nationally and any recycling gains are likely to be small and incremental. Major change is most likely to be achieved through change in legislation, for example around producer responsibility for packaging waste.

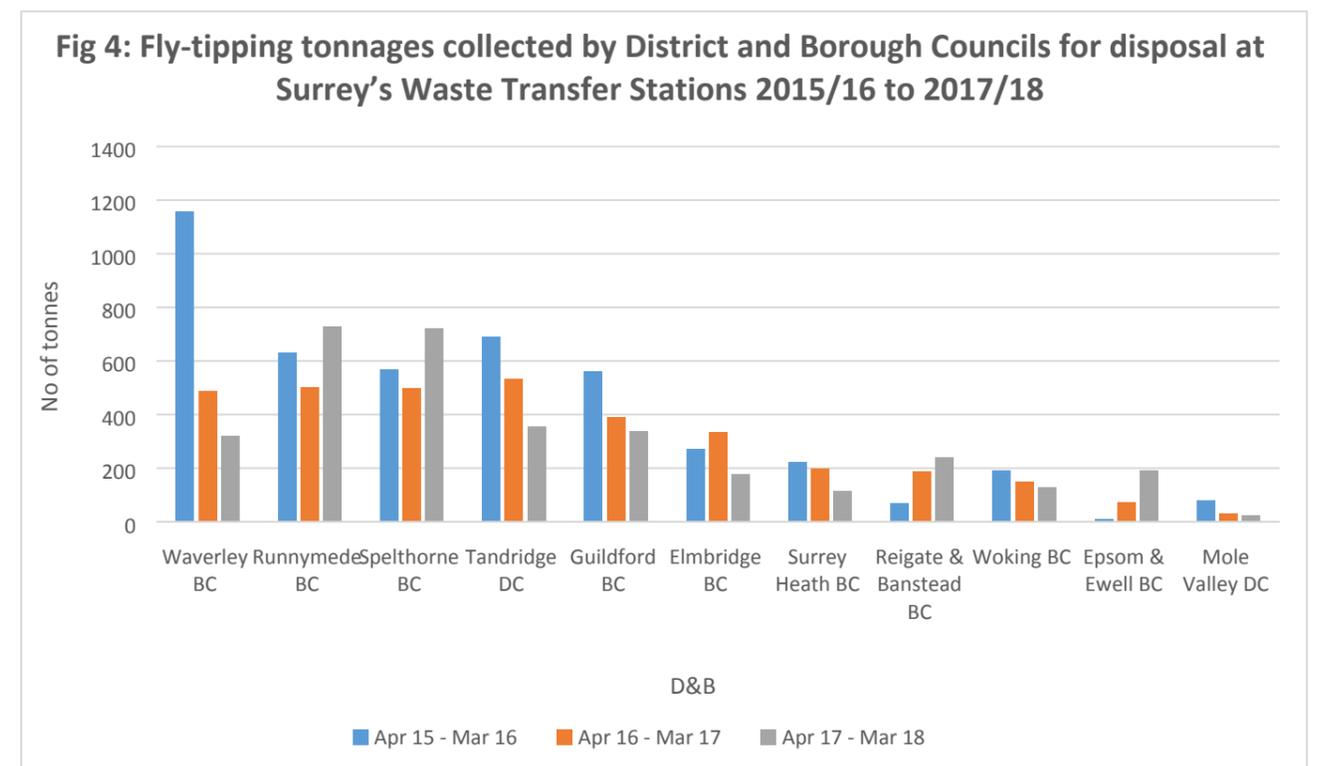
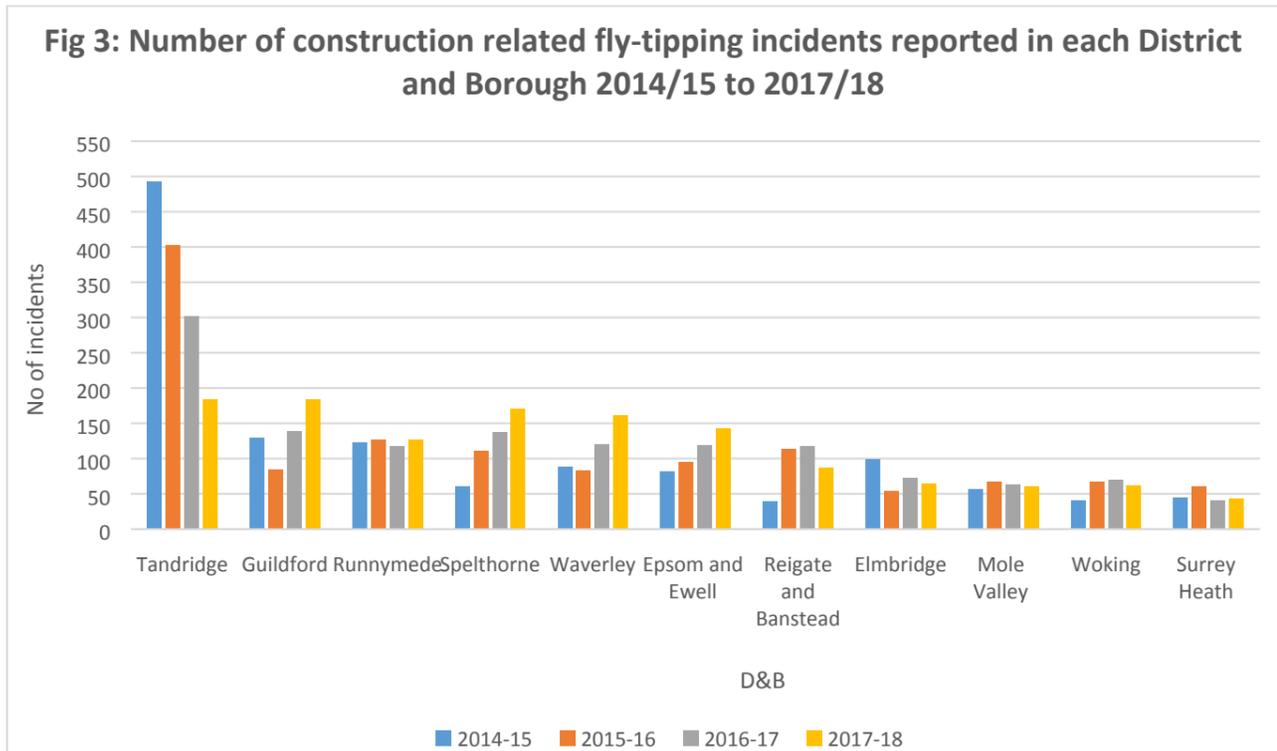
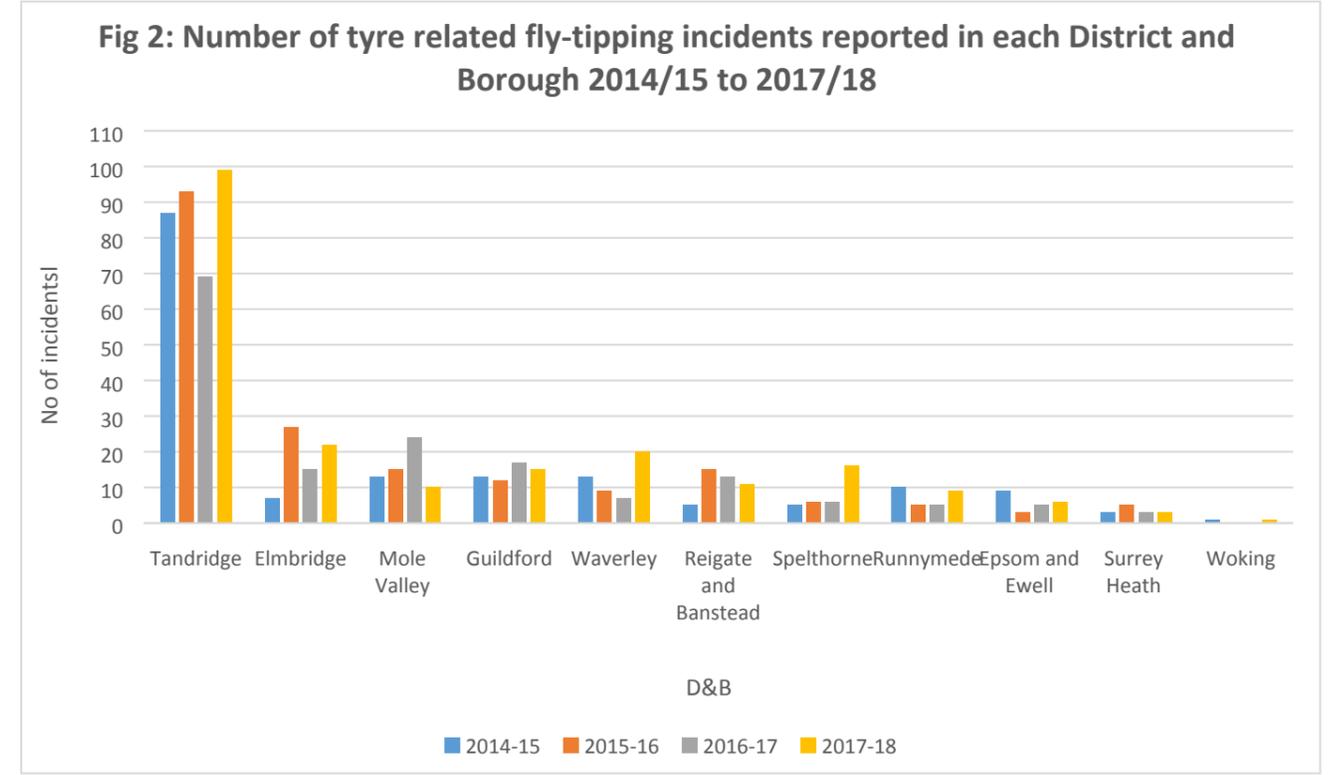
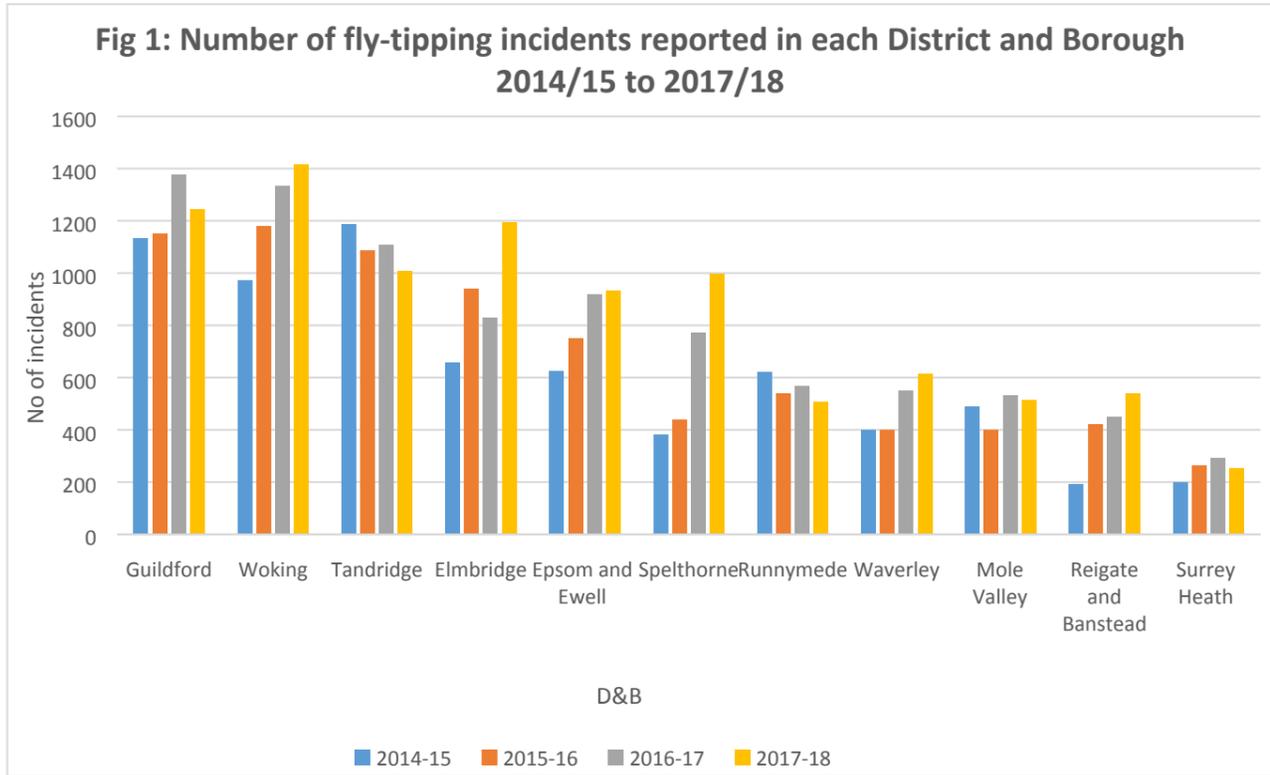
Savings need to be achieved in 2019/20 and therefore it is unrealistic to assume that these will be met through increased recycling at the kerbside.

Recycling rates for Districts and Boroughs 2017/18

District/ Borough	JMWMS Recycling rate 2017/18
Elmbridge	53.7%
Epsom and Ewell	51.0%
Guildford	59.6%
Mole Valley	59.3%
Reigate and Banstead	54.7%
Runnymede	44.1%
Spelthorne	47.4%
Surrey Heath	61.7%
Tandridge	58.4%
Waverley	56.4%
Woking	58.2%

Rachael I Lake
Chairman of the Environment Select Committee

Fly-tipping data sheet



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Surrey Fire & Rescue Service

Introduction - what we will cover today

- Our evidence based assessment of what Surrey needs from a modern Fire and Rescue Service.
- Our proposals for a Service wide transformation programme focusing on prevention, protection and our culture.
- Confirm the level of savings and the associated timescales.

Since I was last here at the end of July (24th) where much had just recently occurred around the leadership of the Fire and Rescue Service much has happened:

HMICFRS inspection

Leadership challenge continues, starting to settle but need to land on a structure – begin to change the culture

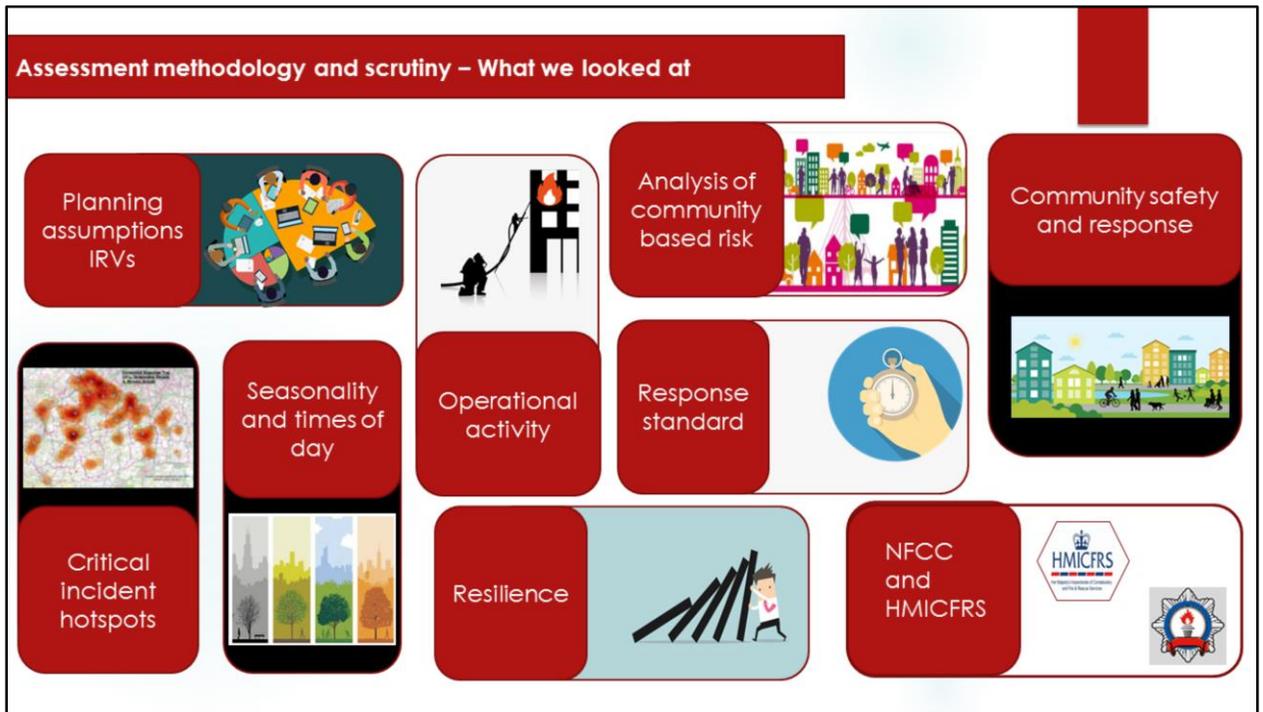
NFCC – Chair and assistance, leadership culture mentor and advisory panel

PCC decision last week

FBU activity and associated press coverage

We agreed at that time I would return to give you an opinion on the Services 2016 MTP proposals to save 6m in the next 2 years.

In coming to these conclusions I have felt supported politically, from colleagues across the council, the FRS leadership team, and the NFCC and I am very grateful for all their assistance.



A lot of work has been undertaken which has required data analysis and review to understand what has changed and so what this means:

We have tested the planning assumptions of the 2016 MTFP and found that there was a heavy reliance on the success of the IRV, these vehicles are not likely to be available in the timescales required and the outputs we wished to get from these will be challenged with the weight of the national FBU machine behind it. These vehicles and this concept has some value and could be utilised as part of a different model however the 2016 model was still a response orientated model which we think is wrong.

The landscape has changed since 2016.

Grenfell Towers

Legislation changes - duty to collaborate and PCC governance

New National Framework – HO guidance on what a FRS is required to do

HMICFRS Inspection outcomes

Home Office requirements for resilience

Current service leadership situation. NFCC interaction and assurance panel

Our Methodology looked at 5 years worth of our own Data: Critical and other

incidents overlaid with our areas of known risk, all our operational activity, our response standard, the difference that seasons, days of the week and times of the day make, our community risk profile and information from organisations such as Mosaic, oxygen data, Exeter database etc. Additionally we used information from the Local Resilience Forum and other partners too to help understand the current and likely future risks.

HMICFRS initial observations were not a surprise, particularly given that the workforce were conducting an informal work to rule and not undertaking any overtime during the inspection week, this has been reflected back to us in the form of a letter from the Dru Sharpling requiring us to set out an improvement plan within 3 months. This work was already underway and the plan was shared with them some weeks ago. The inspection team revisited us to talk about this and we had some time to go through this and the transformation plan too. The initial report also reflected on our lack of safety activity and heavy response model plus our lack of diversity, and also what they called the unusual relationship with the FBU that had been present over the past few years.

Once the leadership situation arose at the end of July, Jason Russell and I contacted the NFCC (Roy Wilshire) and agreed a plan to provide peer support to help us look at the leadership culture in the Service (Dany Cotton) and a more technical advisory panel (Trevor Ferguson, Dawn Whittaker, Gavin Watts, CIPFA and Alison Bolton) to assist in developing our plans and provide assurance on our rationale. When we presented our emerging conclusions to the NFCC advisory panel they concluded that our approach and rationale is sound but also pointed out the significant challenges that a transformation programme of this scale will entail.



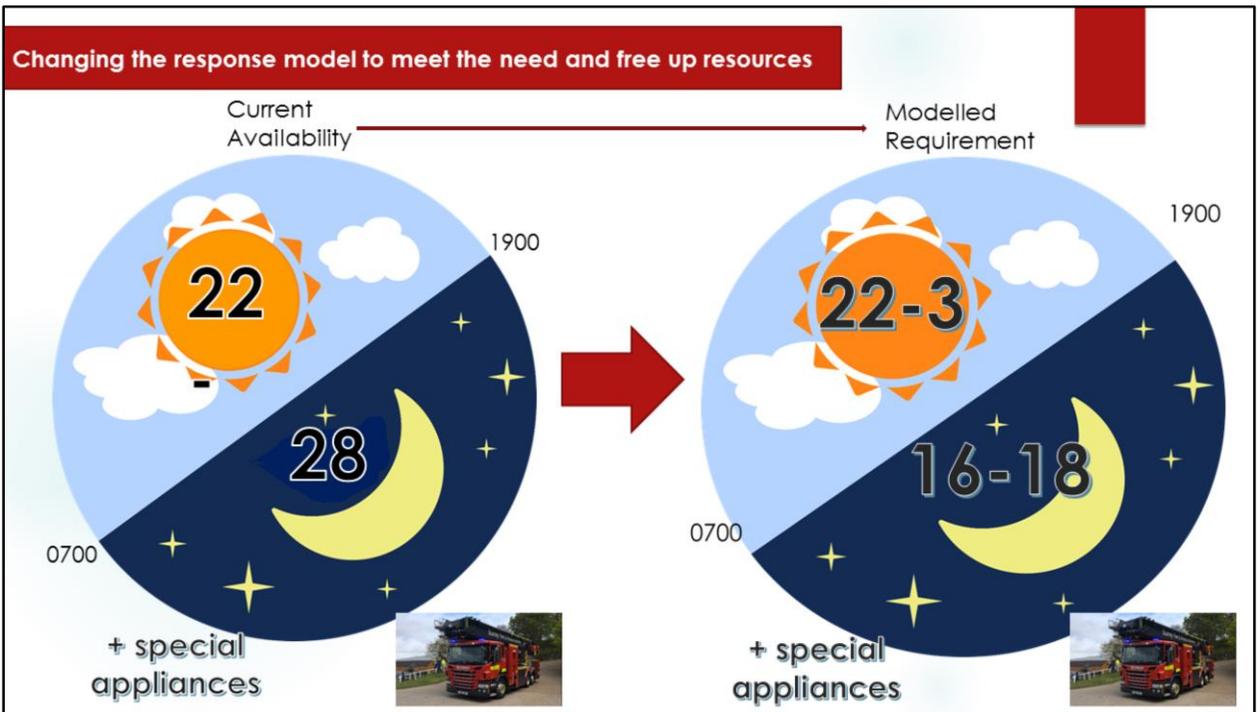
Our proposals to transform the Service

Surrey Fire and Rescue Service core offer



The core offer is statutory following several pieces of legislation and till this point the Service has followed a very traditional path of concertation on the Response element of the offer. We believe that for all of the reasons previously stated we should **shift our focus of delivery to protection and prevention activity and maintaining a response capability that is still first class when needed.** There fore we will need to **build the prevention capability to increase activity focusing on keeping people safe in the places they live and work and being prepared to respond too.**

There is a clear need to transform the current Service delivery model and shift to focus on community safety and resilience. Importantly how we transform, becoming more inclusive and representative as well as address our cultural issues should be undertaken at the same time.



The current actual availability for days is 22.25 fire engines during the day and 27.89 during the night, on average. We know from the 5 years of incident data and type that most risky period for critical incidents is between 9 in the morning and 9 in the evening. And that the risk reduces in the evening and at weekends.

Our planning assumption is 5 L1 incidents and 2 L2 incidents on an average Surrey day and also a number of L3 and L4 incidents which happen less frequently (1 a month to 6 weeks). We also know that whilst there are cross border arrangements in place but these cannot be guaranteed. (we expect 2 x level L1 and 1x L2 will occur simultaneously regularly = 60FFs)

Level 1: up to 16 FFs supervisory manager in charge (Cmgr/W/mgr)

Level 2: 17-28 FFs AGC in charge plus incident support officer

Level 3: 29-44 FFs GC in charge, Incident support officer and safety officer

Level 4: +45 FFs Area Commander, Chief Fire Officer in charge, 1 GC plus 2 x AGC's

We still need to change this capacity to deliver better prevention activity during the day too.

We need to work up a plan to deliver these outcomes and consult with the public

before a decision can be made.

For Example	
 <p>Better Community protection</p>	<ul style="list-style-type: none"> • Prevent impact on communities, focusing on high risk people and places. • Additional resources to meet national practices – lagging behind
 <p>Possible Changes to response</p>	<ul style="list-style-type: none"> • fire stations (wholetime and on-call) • Day crewing at some fire stations • Nos of fire engine(s) at wholetime fire station • Changes to work pattern
 <p>Response standard</p>	<ul style="list-style-type: none"> • Part of the review
 <p>Estimated Savings</p>	<ul style="list-style-type: none"> • By being more efficient and effective there should be savings in respect of capital expenditure, revenue and possible property changes. This could be up to £2m but no target can be set at this stage. (aspiration)

We focus on the emergencies where, at the time of call, that we believe lives and property are most at risk; these **critical incidents are primarily building fires and vehicle collisions**. Once we know what your emergency is and where it is occurring , we will send the quickest response. We aim to have one fire engine at critical incidents within 10 minutes and have a second one within 15 minutes on 80% of occasions. For all **other emergencies, Lifts, wildfires, pumping out, animals**, we aim to have one fire engine on scene within 16 minutes on 95% of occasions. For non-emergency incidents, we will attend when resources allow and will redeploy fire engines to emergency incidents where appropriate. We will, and will continue to, answer a call in 7 seconds and assigning a response within 90 seconds and turning out in under 120 seconds.

We are going to look at our response standard but the changes expected would effect the % of time we can meet to respond we have never been successful in meeting the 80% aspiration of the critical incident and so need to be more realistic and honest going forward. This requires a review of the standard.

At the moment we do not know what the model will look like but there are lots of things that could happen however the outcomes have not been decided yet, we hope that by being more efficient and effective we will be able to deliver savings

however the scale of these is unknown at this stage.



Timescales and impact on MTFP



This time line is the minimum required for consultation and could risk being prolonged during consultation and as a result of public and workforce concerns. We will take every effort to mitigate these risks but they are currently the shortest that can be planned upon.

Additional activities to support the MTFP

Review non-emergency attendance



Revised fees and charges



Review cost recovery



Income generation



Emergency planning integration



Projects review



Capabilities review



We understand that there is a collective responsibility across the Wider SCC and within our directorate to ensure we contribute to savings and are currently undertaking a range of activities to understand what the scale of these may be, but any we take cannot jeopardise our transformation plan.

Recommendations

Transform to a modern Fire, Rescue and Community Protection Service, focused on community safety and resilience in order to be more efficient and effective.

The Service develops a detailed business case and consultation proposals to enable the transformation, which will require additional support and resources from across the Directorate and wider SCC. – Completed - Agreed

The Service; as part of the Directorate, explores the opportunities to achieve additional savings to minimize the pressure on the MTFP. - No target next year

The transformation BC will require investment in order to give the Service extra capacity it requires to deliver the transformation over the next few years, this is an additional investment in the Service above its normal annual revenue costs.



Thank you

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Environment Select Committee

**Meeting Room 1, Wray Park
Centre**

**Wednesday 5 December 2018,
10.00am**



SURREY

Housekeeping

- In the event of a fire alarm sounding everyone present is asked to exit calmly out of the doors to the left (marked with green fire exit signs) and follow officers to the fire assembly point.
- In line with the Openness of Local Government Bodies Regulations 2014, anyone attending today's meeting – including Members of the Council – can use social media provided that this does not disturb the business of the meeting.



Item 1

Apologies for absence and substitutions

Item 2

**Minutes of the previous meeting (06
September 2018)**

Item 3

Declarations of Interest



SURREY

Item 4

Questions and Petitions

A Member question has been received



SURREY

Item 5

RESPONSE FROM THE CABINET TO ISSUES REFERRED BY THE SELECT COMMITTEE



SURREY

Item 6

CONCESSIONARY TRAVEL FUNDING CONSULTATION UPDATE



Recommendations

- I. That the bus and concessionary travel funding consultation Member Reference Group provide input into the concessionary bus travel proposals considered by Cabinet in January 2019.

Item 7

SHAPING SURREY'S COMMUNITY RECYCLING CENTRES

Recommendations

Item 8

SURREY FIRE AND RESCUE SERVICE (SFRS) PERFORMANCE AND TRANSFORMATION UPDATE



Recommendations

- I. That a task group to support and scrutinise the SFRS as it transforms service delivery is convened.

Item 9

ACTIONS AND RECOMMENDATIONS TRACKER & FORWARD WORK PROGRAMME



Item 10

Date of next meeting:

22 February 2019

Ashcombe Suite, County Hall



SURREY

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A 25 year strategy for Surrey County Council's Countryside Estate

Engagement

- Meetings with major landowners- importance of collaboration and shared concerns around biodiversity, natural capital, access and education, rural business.
- Meetings with local Community liaison groups and follow up workshops
- Discussion with Surrey Countryside Access Forum, Parks and Countryside Forum and Surrey Countryside and Rural Enterprise Forum
- Caring For the Countryside Survey ran Sept-Dec 2018-key results to follow

Feedback from the Consultation

- 1367 responses, 16% aged 25- 44, 65% aged 45 -74
- 93% said they thought it was either important or very important to protect valuable habitats and landscapes.
- On whether the countryside should generate its own income to protect it from public sector cuts the response split 3 ways, 33% felt it was important or very important, 33% were neutral about the issue and 33% felt it was unimportant or very unimportant.
- most people visited the Countryside Estate at least monthly and travelled for 6-30 minutes.
- Most often visited sites are Newlands Corner, Chobham, Ockham and Wisley, Wotton Estate and Norbury Park
- People generally access the sites by car (74.5%), walk (14%) Cycle (4%)

Feedback from the Consultation-what people do when they get there

- went for a walk (75%), walking with a dog (38%),
- Nature watching (40%)
- running (11%),
- cycling (14%),
- horse riding (4%)
- time spent with children (23.5%)

Feedback from the Consultation

What service would people like to see:

- 28% more walking routes
- 18% more accessible paths
- 10% more cycle paths
- 25% improved information boards
- 21% more waymarkers
- 24% more toilets
- 19% café/refreshment kiosk
- 6% more play areas

Focus Groups and Workshops

More qualitative responses:

From Focus Groups:

Evident that there is a generation split:

- The younger users were prepared to pay to use the countryside and wanted to understand the costs of managing the countryside
- Older users tended to want to see no change and felt they had already paid through their council taxes.

The workshops helped to understand what local users wanted to see and how that might be achieved.

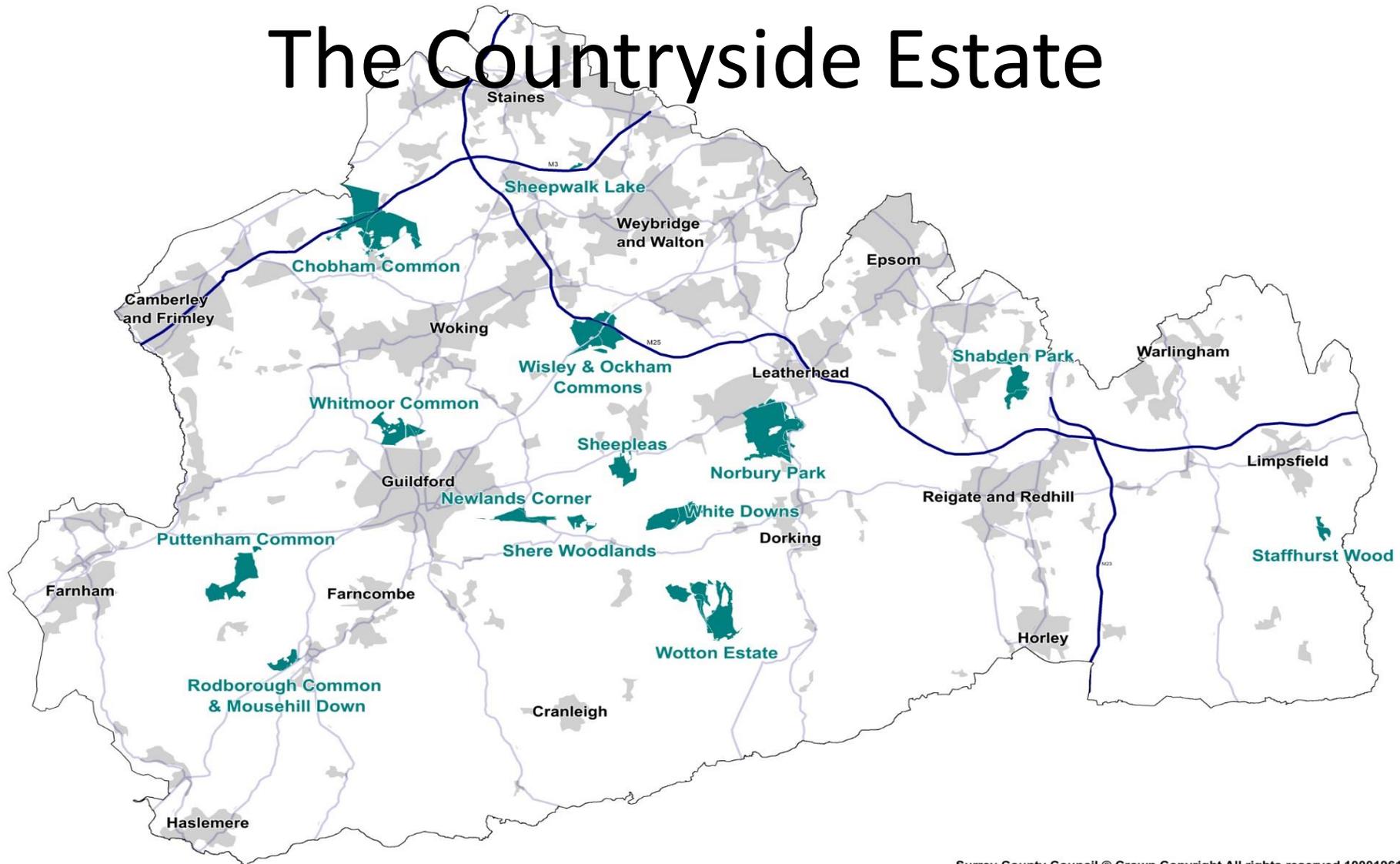
Emerging Themes

- Education and Engagement-learn more about the sites, trails to follow, volunteering opportunities,
- Access For Health and Wellbeing-desire for more access, to know where can go, waymarked trails, guided walks
- Natural Capital-biodiversity, joining sites up, role in reducing flooding, cleaning water, providing sites where wildlife can flourish,
- Supporting our farmers and businesses in the countryside demonstrating by example

The structure of the Strategy

- **Purpose**-under pressure from development and an increasing number of people seeking recreation in Surrey we need to have a strategy in place that ensures these sites continue to provide access and wildlife conservation.
- **Engagement**-to develop the strategy and to take things forward
- **The Challenge**-Development, fragmented habitats, pressure from some recreational uses, lack of understanding of the countryside
- **Principals** for managing the Estate-Criteria for categorising the sites for future management
- **The Mechanism**- propose to categorise the sites, engage the local community more in their local sites and develop detailed plans for those sites, develop landscape scale projects
-

The Countryside Estate



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Surrey's Countryside Estate



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Surrey Fire and Rescue Service Transformation Working Group

The process for establishing a Working Group is as follows:

1. The Select Committee identifies a topic that requires detailed consideration and examination.
2. The Select Committee Chairman and Democratic Services Officer (DSO) complete the scoping template.
3. The Corporate Overview Select Committee reviews the scoping document
4. The Select Committee agrees membership of the Working Group.

Review Topic: Surrey Fire and Rescue Service Transformation
Select Committee: Environment Select Committee
<p>Relevant background:</p> <p>On 9 October 2018, County Council endorsed a new shared Community Vision for Surrey in 2030¹. The Community Vision for Surrey includes a number of ambitions for people and place. Significantly the Vision recognises the need to transform the way the council delivers its services and outcomes for residents. To support the Community Vision, Surrey County Council will embark on a journey of transformation which focuses on reforming the way outcomes are delivered and changes the way we work to ensure we are doing the very best we can for our residents. A transformation programme with a number of business cases, focused on the following six themes: Service Transformation, Partnership and Integration, New Ways of Working, Commissioning, Investment & Income and Technology and Digital Innovation, was approved by Council in November 2018².</p> <p>On 5 December 2018, the Environment Select Committee was briefed on the performance of the Surrey Fire and Rescue Service (SFRS). At this meeting, the SFRS transformation Business Case was also presented to Members for scrutiny³. The Committee were made aware that a number of transformational changes would be required for the service to improve current performance standards. The Committee raised concerns around the performance of SFRS and agreed that a working group be set-up to support and scrutinise the service as it embarks on its transformation journey. On 20 December 2018, HMICFRS (Her Majesty's Inspector of Fire & Rescue Services) released results of its annual assessment (effectiveness, efficiency and people) of SFRS⁴. Inspectors raised concerns around the performance of SFRS in keeping people safe and secure. In particular, there were serious concerns about the service's effectiveness and efficiency.</p> <p>Work themes include, supporting the development of the Integrated Risk Management Plan (IRMP), scrutinising community protection activity, reviewing partnership working arrangements and improving and developing the culture within the Fire Service.</p> <p>The group's role will be to ensure that ambitions set out in the Vision for Surrey in 2030 are embedded into the SFRS. The working group will act as a 'critical friend' to the</p>

¹<https://mycouncil.surreycc.gov.uk/documents/s51123/Item%2011%2020180927%20Report%20for%20Council%20on%209%20October%202018%20Council%20vision%20partnership%20commitment%20and%20deal.pdf>

² <https://mycouncil.surreycc.gov.uk/documents/s51906/Item%209%20-%20Council%20report%2013%20November%202018-%20organisation%20strategy%20PFS%20transformation%20and%20people%20stra.pdf>

³ <https://mycouncil.surreycc.gov.uk/ieListDocuments.aspx?CId=712&MId=6539&Ver=4>

⁴ <https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/surrey-fire-and-rescue-service-report-2018-19.pdf>

service and will support the service throughout its journey of transformation. Recommendations from the group will be submitted to the Environment Select Committee and Cabinet where necessary.

Why this is a scrutiny item

SFRS is a universal service which impacts all residents. The nature of the work carried out by the service means the service is critical to Surrey's most vulnerable residents. As a result, residents support the SFRS and value the role they play in protecting the public.

Staff Feedback

The Surrey Residents' Survey found that between 2016/17, over 78% of residents were very satisfied/ fairly satisfied with the fire and rescue service⁵. On the other hand, only 40% of staff within the service responded to the staff survey, the lowest response rate amongst the major areas of the Council. There were a number of negative responses received within each of the eight key areas of the survey including concerns with senior leadership and limited opportunities to grow within the service. As a service which impacts so many different people, it is critical that scrutiny is undertaken to help drive improvements in the service which will in turn promote community well-being and improve the quality of life for residents.

Service Performance

The HMICFRS annual inspection report *states, "We have concerns about the performance of Surrey Fire and Rescue Service in keeping people safe and secure. In particular, we have serious concerns about the service's effectiveness and efficiency.... the service is inefficient at keeping people safe from fires and other risks. This is particularly so in how it uses its resources. But the service should also be more affordable..... the service needs to improve how it looks after its people"*. A number of concerns around the performance of SFRS have been raised in the HMICFRS annual inspection. It is clear, that scrutiny of SFRS from the Select Committee has been ineffective with Members not providing constructive and purposeful challenge to the service in recent years. The Working Group now has the opportunity to actively engage in the scrutiny process and drive improvements with SFRS. A number of key concerns highlighted in the report will be investigated by the Working Group as part of its proposed work plan. The services response to addressing HMICFRS concerns will be vigorously examined to ensure concerns are being addressed by the service at a swift pace.

Financial Challenges

Scrutiny Members have a key role in ensuring that the Councils financial resources are allocated and prioritised accordingly and represent value for taxpayer's money. In this respect Members are responsible for scrutinising the Councils budget position and have a detailed understanding of the financial issues facing the council. The fact that the inspection identified the need for the service to make better use of its resources underlines the need for detailed financial scrutiny.

The working group will utilise its role as a critical friend to challenge policy-makers and decision-makers and drive service-wide improvements. As independent minded Councillors with close community links, the working group has a unique role in being able to ensure that the voice of everyone impacted by SFRS including staff and local communities is heard.

⁵ <https://www.surreyi.gov.uk/dataset/surrey-residents-survey-annual-data-satisfaction>

Aim

By acting as a critical friend the Working Group aims to support the SFRS to improve its performance, raise staff morale and achieve its transformation into an efficient and effective Fire and Rescue Service.

What questions are the group aiming to answer?

1. Is the transformation delivery plan fit for purpose and realistic in terms of what can be achieved?
2. How do residents view the SFRS?
3. How are resources managed and prioritised by the service?
4. What prevention activity currently takes place with local communities and how can the service better reflect the local communities it serves?
5. How is the SFRS service and leadership viewed by its staff and why? Are staff clear on the objectives and aims of the service?
6. How is the Service addressing concerns raised within the HMICFRS inspection report?

Aspirations

- Support the delivery of the Fire Service Transformation Programme;
- Ensure the concerns raised in the HMIC inspection report are actively being addressed and as a result, improvements to the service are being made;
- Increase prevention activity undertaken by the service and resident and community participation and engagement with SFRS;
- Understand how staff workforce policies and strategies can support staff wellbeing better;
- Increase and strengthen partnership working arrangements.

Scope (within / out of)**In scope:**

- Plans, policies and changes to service levels as a result of transformation
- SFRS Budgets
- Emergency Management Team in context of wider community safety offer
- Voluntary & Community Services

Out of scope:

- Community Safety Partnerships
- Wider Council Transformation Programme
- Office of the Surrey Police and Crime Commissioner
- Surrey Local Resilience Forum

Outcomes for Surrey / Benefits

The Group ensures that SFRS supports the Councils transformation programme and budget position, achieving ambitions within the Vision for Surrey 2030;

The Group ensures that SFRS contributes and utilises partnership working arrangements with other Fire Services and blue light services;

The Group to make certain that SFRS becomes a proactive service which has a good understanding of risk within its local communities and actively engages with residents and businesses;

The Group to make certain that SFRS becomes a service which is well respected amongst all and a service that promotes a supportive culture of inclusion, transparency and respect.

Proposed work plan

The Group will make recommendations after each stage of the proposed work plan.

Stage 1 (IRMP)

Timescale	Task	Responsible
February 2019	Hold meeting with Working Group Members and officers to define scope, work plan and desired outcomes.	DSO
March	Meet with officers to review the draft IRMP out for public consultation.	SFRS
March-May	Group to conduct research on the draft IRMP- including meeting with witnesses and stakeholders.	Working Group
May	Meet with officers to review IRMP public consultation feedback.	DSO/SFRS
June	Hold meeting with Group to identify areas for recommendation.	DSO
June- July	Compile report to Select Committee for consideration.	Working Group
Aug-Sept	IRMP to Cabinet for decision.	SFRS

Potential Witnesses

Cabinet Member for Community Services

Executive Director for Highways, Transport and Environment

Director of Community Protection and Emergencies

Service Users (including residents and businesses)

Surrey Fire Volunteer Service

Surrey Fire and Rescue Staff (including firefighters, on-call firefighters, senior management and back office staff)

Fire Brigades Union (FBU)

National Fire Chiefs Council

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

East Sussex Fire and Rescue Service, Chief Fire Officer

West Sussex Fire and Rescue Service, Chief Fire Officer

Useful Documents

Surrey County Council- A Community Vision for Surrey in 2030

<https://mycouncil.surreycc.gov.uk/documents/s51123/Item%2011%2020180927%20Report%20for%20Council%20on%209%20October%202018%20Council%20vision%20partnership%20commitment%20and%20deal.pdf>

Surrey County Council- Transformation Programme

<https://mycouncil.surreycc.gov.uk/documents/s51906/Item%209%20-%20Council%20report%2013%20November%202018-%20organisation%20strategy%20PFS%20transformation%20and%20people%20strategy.pdf>

HMIC Effectiveness, efficiency and people 2018/19 Annual Assessment– Surrey Fire and Rescue Service- <https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/surrey-fire-and-rescue-service-report-2018-19.pdf>

Surrey Fire and Rescue, Public Safety Plan (2016-25)

https://www.surreycc.gov.uk/_data/assets/pdf_file/0005/87341/Public-Safety-Plan-2016-to-2025.pdf

Surrey Fire and Rescue, Vision, Mission and Aims

<https://www.surreycc.gov.uk/people-and-community/fire-and-rescue/about/our-vision-mission-and-aims>

Surrey Fire and Rescue, Values and Behaviours

https://www.surreycc.gov.uk/_data/assets/pdf_file/0009/161586/Surrey-Fire-and-Rescue-Services-values-and-behaviours.pdf

Potential barriers to success (Risks / Dependencies)

Officer and Member availability
Ability to engage Service Users and external organisations
Delays with the delivery of the Fire Service Transformation Programme
Number of project work streams to consider

Equalities implications

The Working Group recognises that there are a number considerations around equalities when conducting its work, and there are a number of people with various needs that will be contributing to this process. It will be mindful of how it conducts its work in order to ensure people are provided the opportunity to contribute, and that any barriers to doing so are mitigated.

The Group will monitor the equalities implications emerging from its recommendations with officers, and will work to identify mitigation measures for those with a potentially negative impact.

Task Group Members (5) <i>(Proportional Representation Required)</i>	
Spokesman for the Group	Saj Hussain
Democratic Services Officer (DSO)	Huma Younis