

Notice of Meeting

Communities, Environment and Highways Select Committee

**Date & time**

Monday, 1 July
2019 at 1.00 pm

Place

Ashcombe Suite,
County Hall, Kingston
upon Thames, Surrey
KT1 2DN

Contact

Huma Younis
Room 122, County Hall
Tel 020 8213 2725

huma.younis@surreycc.gov.uk

Chief Executive

Joanna Killian

If you would like a copy of this agenda or the attached papers in another format, eg large print or braille, or another language please either call 020 8541 9122, write to Democratic Services, Room 122, County Hall, Penrhyn Road, Kingston upon Thames, Surrey KT1 2DN, Minicom 020 8541 8914, fax 020 8541 9009, or email huma.younis@surreycc.gov.uk.

This meeting will be held in public. If you would like to attend and you have any special requirements, please contact Huma Younis on 020 8213 2725.

Elected Members

Mr John O'Reilly (Chairman), Mr Andy MacLeod (Vice-Chairman), Mr Saj Hussain (Vice-Chairman), Mrs Fiona White, Mr Mike Bennison, Mr Paul Deach, Mr Jonathan Essex, Mr John Furey, Mr Ken Gulati, Mrs Jan Mason, Mrs Becky Rush and Mr Keith Witham.

TERMS OF REFERENCE

The Select Committee is responsible for the following areas:

- Waste and recycling
- Highways
- Major infrastructure
- Investment/Commercial Strategy (including Assets)
- Economic Growth
- Housing
- Local Enterprise Partnerships
- Countryside
- Planning
- Aviation and Sustainable Transport
- Flood Prevention
- Emergency Management
- Community Engagement and Safety
- Fire and Rescue
- Trading Standards

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To report any apologies for absence and substitutions.

2 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:

- i. any disclosable pecuniary interests and / or;
- ii. other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting.

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest;
- as well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner); and
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

3 QUESTIONS & PETITIONS

To receive any questions or petitions.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*25 June 2019*).
2. The deadline for public questions is seven days before the meeting (*24 June 2019*).
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

4 UPDATE FROM THE WASTE TASK GROUP

Purpose of the item: For the Select Committee to receive an update from the Chairman of the Waste task group on work undertaken by the task group to date.

(Pages 5
- 8)

5 RETHINKING TRANSPORT PROGRAMME

(Pages 9
- 12)

Purpose of the item: The Rethinking Transport project has been set up to fundamentally reimagine transport in Surrey: developing new, sustainable transport and travel options where journeys are wanted or needed, while also thinking about how residents can access communities, employment, health and social care, education and other key services more easily to avoid unnecessary travel.

The Select Committee is asked to,

- a) review the output of the Rethinking Transport discovery engagement;
- b) share its views on current transport arrangements and how we might be able to meet transport and travel demand in more sustainable ways; and
- c) consider how it can support subsequent phases of the Rethinking Transport project.

6 SURREY FIRE AND RESCUE SERVICE TRANSFORMATION WORKING GROUP PROGRESS REPORT

(Pages
13 - 24)

Purpose of the item: To update the Select Committee on progress made by the Fire Transformation Working Group in reviewing the 'Making Surrey Safer-Community Safety Plan'.

7 FORWARD WORK PROGRAMME

(Pages
25 - 30)

Purpose of the item: For the Select Committee to review and agree the forward work programme.

8 DATE OF NEXT MEETING

The next meeting of the Select Committee will be held on 19 September 2019 in the Ashcombe Suite at County Hall.

Joanna Killian
Chief Executive
Published: 21 June 2019

MOBILE TECHNOLOGY AND FILMING – ACCEPTABLE USE

Those attending for the purpose of reporting on the meeting may use social media or mobile devices in silent mode to send electronic messages about the progress of the public parts of the meeting. To support this, County Hall has wifi available for visitors – please ask at reception for details.

Anyone is permitted to film, record or take photographs at council meetings with the Chairman's consent. Please liaise with the council officer listed in the agenda prior to the start of the meeting so that the Chairman can grant permission and those attending the meeting can be made aware of any filming taking place.

Use of mobile devices, including for the purpose of recording or filming a meeting, is subject to no interruptions, distractions or interference being caused to the PA or Induction Loop systems, or any general disturbance to proceedings. The Chairman may ask for mobile devices to be switched off in these circumstances.

It is requested that if you are not using your mobile device for any of the activities outlined above, it be switched off or placed in silent mode during the meeting to prevent interruptions and interference with PA and Induction Loop systems.

Thank you for your co-operation

Communities, Environment and Highways Select Committee



01 July 2019

Waste Task Group Update

At the 29 January 2019 meeting of the Cabinet it was agreed that a cross-party waste task group led by Dr Andrew Povey would be set up to support the council's waste operations service, specifically supporting the development of a new waste strategy for Surrey and reviewing models for operating and funding four Community Recycling Centres (CRCs) within Surrey (Bagshot, Cranleigh, Dorking and Warlingham).

On 24 April 2019, the Environment Select Committee received an update from the Chairman of the waste task group on the work undertaken to date in an informal waste workshop setting. Members were informed that a number of stakeholders had been contacted and the task group had visited a number of the Community Recycling Centres in Surrey to inform the groups work.

Recommendations:

- For the Committee to receive an update from the Chairman of the waste task group on work undertaken by the group to date including key themes arising.

Next Steps:

The Committee will review any recommendations from the Task Group before consideration by Cabinet.

Report contact: Huma Younis, Democratic Services Officer

Contact details: 020 8213 2725, huma.younis@surreycc.gov.uk

Annexes:

Annex 1- Waste Task Group- Terms of Reference

This page is intentionally left blank

Annex 1

Terms of Reference

Waste Task Group

Chairman:	Andrew Povey.
Membership:	TBC

Objective of Task Group:

The objective is to review the current waste strategy and include but not limited to the following:

Supporting our Network of Community Recycling Centres (CRCs)

- Review of the CRC operation looking at costs and how they are operated.
- Review the recommendations from the Cabinet paper of January 29th with particular attention on the operational changes
- What savings can be achieved and still support maintaining all CRC's in some format

Delivering Improved Recycling Performance

- Surrey wide kerb side collections and recycling performance by District & Boroughs.
- Review the relationship with District & Borough's and the Surrey Waste Partnership.
- How is the service going to educate the public on waste and what are the best
- The role of communities in managing waste. Engaging with residents to promote waste minimisation, reuse and recycling. methods

The Future of Waste

- Review the Government waste and resource strategy and the implications for Surrey
- Options for dealing with recyclable material in light of the National Waste and Resources Strategy: e.g. creation of Surrey materials recycling facility
- Options for dealing with non-recyclable municipal waste beyond the end of the Suez contract in 2024.
- The role of businesses as producers, users and processors of packaging material.
- Encouragement of local businesses to use waste as a resource and create local markets for reuse or recycling of waste materials e.g. 'upcycling'.

Approach:

- Secretary support will be provided by democratic services.
- Initially to set out a timetable to chart actions and time plan
- Call for written evidence from wider stakeholders & industry by end of February
- Invite selected stakeholders to present their view, comments or ideas by mid-April
- Review opportunities to work with the private sector.
- Collect evidence under emerging themes / work streams by end of April
- Initial recommendations and action plan to portfolio and Director of Environment by May
- Report to select committee in May 2019
- Cabinet to consider recommendations in June 2019

Invitees and attendees of this meeting should be aware that the notes of this meeting, inclusive of names, may be made publicly available under the Freedom of Information Act 2000, or the Data Protection Act 1998.

This page is intentionally left blank

Communities, Environment & Highways Select Committee

1 July 2019



Rethinking Transport

The Select Committee is asked to,

- a) review the output of the Rethinking Transport discovery engagement;
- b) share its views on current transport arrangements and how we might be able to meet transport and travel demand in more sustainable ways; and
- c) consider how it can support subsequent phases of the Rethinking Transport project.

Introduction

1. The Rethinking Transport project has been set up to fundamentally reimagine transport in Surrey: developing new, sustainable transport and travel options where journeys are wanted or needed, while also thinking about how residents can access communities, employment, health and social care, education and other key services more easily to avoid unnecessary travel.
2. The project forms part of the council's transformation programme, and will contribute to achieving the ambitions of Surrey's 2030 Vision and our Health and Wellbeing Strategy. As such, links with other transformation workstreams across the county are key – looking at work in the round to ensure engagement, policy development and decision-making processes are joined up.
3. Starting with a deep understanding of how and why people travel, Rethinking Transport is seeking to develop innovative solutions by drawing on innovative practice, behavioural insight techniques, design principles and the council's new strategic commissioning framework. The current discovery work constitutes the first phase of a project that is expected to last two years in total.
4. Close collaboration with partners and communities is central to the success of the project and to realising the potential of Surrey's collective capacity. Throughout May and June, a programme of engagement has sought the views of borough and district councils, education settings, health care providers, residents, businesses, service users and transport providers to understand where transport is working well and where there are opportunities to improve and innovate.
5. Similarly, Surrey County Council Members and officers have been invited to share their views on the same themes. In the case of Members, the project team held a drop-in session on 10 June, and

a corresponding questionnaire enabled those unable to attend to contribute.

6. In total, over 30 sessions have been held to date – ranging from one-to-one conversations to focus groups – through which over 100 individuals have taken part in the engagement.
7. This discovery work has also sought to understand levels of ambition and spheres of influence, with a view to developing a shared vision for transport in future and – crucially – understanding how the local system can realise its shared ambitions.

Key themes

The Challenges

8. Engagement to date has surfaced three key ambitions that are common amongst a range of stakeholders:
 - a) Reducing congestion
 - b) Improving air quality
 - c) Increasing flexible and independent travel options
9. In turn, these ambitions point to a range of issues that Surrey's pressurised transport system risks exacerbating, including,
 - a) health, wellbeing and environmental concerns;
 - b) difficulty recruiting and retaining a workforce with the right skills and experience – NB this is a challenge shared by businesses, health providers, education settings and local government
 - c) difficulty accessing communities and services (particularly for vulnerable residents)
10. Surrey's transport system is complex, and provides both inter- and intra-county travel across a large and diverse geographical area. Traditional transport infrastructure solutions alone will not provide sustainable solutions to growing demand and the issues indicated above. In other words, we cannot simply build our way out of the challenges we are currently facing.
11. The county therefore needs to find innovative ways of meeting the needs of people living, working and studying in the county in order to safeguard the environment, promote economic growth, and maximise the welfare of residents and communities.
12. Due to the strategic nature of transport, it is crucial that policy development, local planning, decision-making processes and transformation activity is coordinated. Currently, there is a risk that organisational priorities across the county are inconsistent, and consequently that decisions made for sound reasons in one part of the system may unintentionally have a negative impact on another.
13. While it is clear that good partnership working is already taking place in a number of forums, the engagement process has revealed

scope to further develop collaboration, and to increase coherence across the system.

Emerging solutions

14. It is important to recognise that there is no ‘quick fix’ for these challenges: developing a sustainable, progressive transport system for Surrey will require leadership, a sustained effort to tackle problems, and shared commitment to culture and behaviour change.
15. Each of the organisations that combine to form Surrey’s local system has a role in providing the leadership required to agree our collective ambitions and to undertake the required action.
16. Such collective action would be aided by developing a system-wide vision for transport that clearly articulates shared priorities, informs decision-making, and guides investment. In turn, this would contribute to realising the ambitions in Surrey’s 2030 Vision and Health and Wellbeing Strategy.
17. The engagement process has also revealed actions that could be taken to realise the ambitions identified in paragraph 6, including,
 - a) making better use of existing assets;
 - b) reducing the need to travel through smarter working;
 - c) embracing innovative solutions linked to emerging technology and open data;
 - d) encouraging a shift to sustainable and active modes of transport; and
 - e) establishing the required infrastructure – including digital solutions – to enable residents to make their own travel arrangements and access a wider variety of transport options (including Surrey’s most vulnerable residents).
18. Designing and agreeing measurable targets for the above – possibly increasing over time – would further help to stimulate and focus activity across the system.

Next steps

19. The discovery phase – and corresponding engagement – will conclude in July 2019, at which point the project team will produce a report that brings together the output of engagement, supply and demand analysis, insight into trends and examples of innovation.
20. Beyond the summer 2019, the next phase of the project will focus on developing and implementing pilot projects to test the viability of solutions identified in the discovery phase. Options for pilot projects will also be set out in the report.
21. This first phase has drawn on external expertise, expertise across the system and a blended project team to help shape and deliver the discovery phase. As next steps are agreed with partners, it will

be important to identify roles and responsibilities across the system and the resources required to take this work forward.

22. It is anticipated that the Rethinking Transport project will require two years in total to identify, define and develop options to move to a sustainable transport system. In addition to its long-term focus on realising our 2030 ambitions, it is hoped that this project will also identify improvements that can be made in the short- and medium-term.

Conclusions

23. As the Rethinking Transport project moves towards the conclusion of its discovery phase, the Communities, Environment and Highways Select Committee is asked to consider, comment on and add to the themes emerging from engagement to date.
24. The Committee is also asked to consider how it can support work to develop a shared vision for transport in Surrey, further develop partnership working and help to shape next steps for the project.

Recommendations

25. It is recommended that the Communities, Environment and Highways Select Committee,
 - a) notes the output of engagement to date;
 - b) shares its views on current transport arrangements, where there may be scope to make improvements and innovate, and how work across the local system can deliver shared ambitions; and
 - c) considers forming a task group to help take the Rethinking Transport project forward, possibly with a view to bringing together related work on tackling congestion and addressing environmental concerns.

Report contact:

Simon Griffin, Partnership Lead – Strategic Commissioning, Surrey County Council

Contact details:

020 8541 9332 / simon.griffin@surreycc.gov.uk

Communities, Environment and Highways Select Committee



1 July 2019

Surrey Fire and Rescue Service Transformation Working Group Progress Report

Purpose of report:

To update the Communities, Environment and Highways Select Committee on progress made by the Fire Transformation Working Group in reviewing the 'Making Surrey Safer-Community Safety Plan' which proposes a number of changes to the way Surrey Fire and Rescue Service operates.

This report provides an outline on the Working Group's activity to-date. A formal public consultation closed on 26 May 2019 and the Cabinet will consider the feedback from the consultation and any proposed changes to the Fire and Rescue Service in September 2019.

Introduction:

1. At its meeting on 5 December 2018, the Environment Select Committee received a formal report from the Surrey Fire and Rescue Service (SFRS) on the performance of the service which included a brief update on the inspection undertaken by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The inspection findings and report can be found at the following link, <https://www.justiceinspectrates.gov.uk/hmicfrs/publications/frs-assessment-2018-19-surrey/>.
2. It was apparent at this meeting that the service required transforming in order to improve performance standards. The Committee were informed of proposals for a service wide transformation programme focusing on prevention, protection and culture. At this meeting Members formally agreed to convene a Working Group to support the SFRS on its journey of transformation.
3. A Working Group was formally established by the Environment Select Committee at its meeting on 22 February 2019 with a specific remit to scrutinise and review the details of the 'Making Surrey Safer-Community Safety Plan' to ensure the plan and proposals are fit for purpose and supports the needs of Surrey residents. Following the conclusion of its scrutiny, the Working Group will make recommendations to the Cabinet. The Terms of Reference for the Fire Transformation Working Group are attached as Annex 1 to this report and provide a detailed outline of the scope and remit of the Working Group.

4. The Membership of the Working Group was agreed as the following:
 - Saj Hussain (Chairman)
 - Jan Mason
 - Tina Mountain
 - Chris Botten
 - Amanda Boote
 - Marisa Heath

5. The Working Group has met numerous times since it was first established hearing evidence from a diverse range of stakeholders in an effort to understand individuals and groups experiences of the Fire Service and views on the proposals contained within the 'Making Surrey Safer-Community Safety Plan'. Taking into account the Working Groups timescales for conducting research and meeting with stakeholders as described in Annex 1, the Working Group has targeted its call for evidence from a wide range of perspectives in an attempt to ensure that the outcomes from its work are both objective and balanced including VCFS organisations, business groups and nature and conservation groups. The majority of those whom have responded to the Working Groups call for evidence either have a keen interest in the Fire Service and/ or are impacted by the proposals contained within the document.

6. The evidence compiled must be collated and considered holistically before the Working Group is able to present its findings. It is therefore proposed that the Working Group's final report is considered by the Communities, Environment and Highways Select Committee at its meeting on 19 September 2019. This interim report provides an outline of work undertaken by the Working Group to date for consideration and comment by Members of the Select Committee.

Work Undertaken by the Task Group to Date
--

7. Members would like to take this opportunity to thank all those who have taken time to share their experiences with the Working Group which will help to shape the findings of this review.

8. The Working Group had an initial meeting on 14 March 2019 to review the 'Making Surrey Safer-Community Safety Plan' and identified and agreed key lines of enquiry to use when meeting stakeholders. As a starting point it was agreed that each stakeholder the Working Group met with would be questioned using the same lines of enquiry with an opportunity to ask supplementary questions.

9. The following lines of enquiry were formulated and agreed by the Working Group:

- a. How confident are you that the needs of the most vulnerable residents in Surrey have been addressed within the Community Safety Plan?
 - b. Is the community safety offer being proposed ambitious enough? Cambridgeshire Fire and Rescue Service has appointed a community engagement and positive action officer to improve engagement with people whom it has found harder to reach.
 - c. What are your views on charging for non-emergencies (e.g. freeing trapped animals)? Do you think the service should adopt a formal cost recovery scheme?
 - d. How confident are you that the proposed response model (crewing and vehicle placement) is right for Surrey and will not have any adverse impact on the Fire and Rescue Service's ability to respond to emergencies? What actions will be taken to mitigate any risks?
 - e. Successful Community and Business Safety initiatives require strong partnership working. Do you think that partnership working can be strengthened any further within the Community Safety Plan?
10. Various methods were used to engage with stakeholders. The democratic services social media Twitter account was used to put out calls for evidence from residents interested in being involved in this work. A call for evidence was also sent to the Surrey Community Resilience Forum and VCFS Infrastructure Organisations operating within Surrey County Council. An email was sent from the Chairman of the Working Group to all County Councillors asking for suggestions of any organisations and groups the Working Group could make contact with to support this piece of work.
 11. It is important to note that during the time the Working Group was gathering evidence a public consultation on the 'Making Surrey Safer-Community Safety Plan' was also taking place. This opened on 4 March 2019 and closed on 26 May 2019.
 12. Specific organisations and groups identified in the Working Groups Terms of Reference were contacted on an individual basis asking if they would like to meet with the Working Group to consider the 'Making Surrey Safer-Community Safety Plan'. A total of 15 organisations and groups were contacted, of these 10 agreed to meet with the Working Group. Relevant documents associated with the plan and the lines of enquiry were sent to stakeholders before meetings took place. Those unable to meet with the Working Group were given the opportunity to submit evidence which would then be shared with the Working Group for review. The Working Group has met with the following stakeholders.

Table 1: Stakeholder engagement

Stakeholder Name	Organisation	Date of Meeting
SFRS Leadership Team (Steve Owen-Hughes, Sabrina Cohen-Hatton, Julie Pickford)	SFRS	27 March 2019
Lee Belsten	Surrey Fire Brigades Union (FBU)	10 April 2019
Clare Burgess	Surrey Coalition of Disabled People	29 April 2019
Louise Punter	Surrey Chambers of Commerce	7 May 2019
Hugh Bryant	Esher and Walton Labour Party/ Cobham Area Foodbank	7 May 2019
Amanda Carcary	Red Cross	7 May 2019
Alan Palmer	Walton on Thames Trading Alliance/ UK Fire Association	7 May 2019
Paul Couchman	Save our Services Surrey	14 May 2019
Neil Odin	Hampshire Fire and Rescue Service	11 June 2019
SFRS Staff Members (6 members of staff including front line and back office staff)	SFRS	14 June 2019

Conclusions

13. The Task Group has heard the views of 17 stakeholders between March and June 2019. For a small Working Group with limited resources, Members were satisfied with the number of stakeholders that came forward. Numerous attempts have been made by the Working Group to engage with the various stakeholders impacted by the proposals, not all successful. Where engagement has not been possible, further attempts have been made by the Working Groups Support Officer to engage with these stakeholders.
14. Importantly, Members have been given access to a diverse range of perspectives due to the willingness of the stakeholders listed to share their views with the Working Group. This will ensure that the Working Group's findings are informed, balanced and robust.
15. Key themes and messages arising from meetings with stakeholders include:

- a. The need for public consultation documents associated with the 'Making Surrey Safer-Community Safety Plan' to be easily accessible to a diverse range of people with different physical and sensory needs, for e.g. those who are visually impaired.
- b. More detail is needed regarding the savings to be achieved from the 'Making Surrey Safer-Community Safety Plan' and specifically the remaining £1.5 - 2m saving from a total saving of £3m which has not been acknowledged in the plan.
- c. Concerns around firefighter shortages in the service and the resilience of on-call firefighter arrangements and the impact this will have on any new proposals introduced.
- d. The need for the service to clearly outline the mitigation measures in place to support vulnerable groups impacted by the proposals and identified in the Equality Impact Assessment.

Next Steps

- 16. In July the Working Group will meet with officers from the SFRS and the Cabinet Member for Community Safety, Fire and Resilience to receive an update on the results of the 'Making Surrey Safer-Community Safety Plan' public consultation. The Working Group will also provide officers and the Cabinet Member with an update on the key themes arising through the course of the Working Groups review, giving attendees the opportunity to respond to the evidence that has been provided by stakeholders.
- 17. Following this, Members of the Working Group will hold a meeting to review the evidence gathered and, if appropriate, will submit a report with its recommendations to Cabinet on the 'Making Surrey Safer-Community Safety Plan'.

Recommendations:

The Communities, Environment and Highways Select Committee is asked to acknowledge the progress of the Fire Transformation Working Group in undertaking its review and comment as appropriate.

Report contact: Huma Younis, Democratic Services Officer

Contact details: 020 8213 2725, huma.younis@surreycc.gov.uk

Annexes:

Annex 1- Fire Transformation Working Group Terms of Reference

This page is intentionally left blank

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>

<p>Aim</p> <p>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.</p>
<p>What questions are the group aiming to answer?</p> <ol style="list-style-type: none">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?
<p>Aspirations</p> <ul style="list-style-type: none">• 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.
<p>Scope (within / out of)</p> <p>In scope:</p> <ul style="list-style-type: none">• 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 <p>Out of scope:</p> <ul style="list-style-type: none">• 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

<p>Potential barriers to success (Risks / Dependencies)</p> <p>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</p>
<p>Equalities implications</p> <p>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.</p> <p>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.</p>

Task Group Members (5)	Tina Mountain Jan Mason Marisa Heath Amanda Boote Chris Botten Rachael I Lake (ex-officio)
Spokesman for the Group	Saj Hussain
Democratic Services Officer (DSO)	Huma Younis

Communities, Environment and Highways Select Committee

1 July 2019



Forward Work Programme

1. The Select Committee is asked to review its attached forward work programme.

Recommendation:

- That the Select Committee reviews the attached forward work programme making suggestions for additions or amendments as appropriate.

Next Steps:

The Select Committee will review its forward work programme at each of its meetings.

Report contact: Huma Younis, Democratic Services Officer

Contact details: 020 8213 2725, huma.younis@surreycc.gov.uk

This page is intentionally left blank

Communities, Environment and Highways Select Committee

Forward Work Programme

2019

DATE OF MEETING	SCRUTINY ITEM	DESCRIPTION	OUTCOME	LEAD OFFICER/ RESPONSIBLE MEMBER
19 September 2019	Waste Task Group	A Waste Task Group has been set up to review the council's waste operations service, specifically supporting the development of a new waste strategy for Surrey and reviewing models for operating and funding four Community Recycling Centres in Surrey.	For the Committee to review the final report and recommendations of the Waste Task Group ahead of the report going to Cabinet.	Dr Andrew Povey, Chairman of the Waste Task Group
	Surrey Fire and Rescue Service- Making Surrey Safer ' <i>Community Safety Plan</i> '	Surrey Fire and Rescue Service's Making Surrey Safer Plan is a document that Surrey County Council is required to produce to show what the service does, why they do it, and what plans are for the future. The plan explains in detail what the Service proposes to focus on and change from 2020-2023. The plan explains in detail what we propose to focus on and change from 2020-2023. A public consultation on proposed changes to the fire service was opened on 4 March.	For the Committee to review the feedback from the public consultation and scrutinise the recommendations in relation to proposed changes to the fire service before sign off at Cabinet.	Denise Turner-Stewart, Cabinet Member for Community Safety, Fire & Resilience Steve Owen-Hughes, Director for Community Protection and Emergencies

Communities, Environment and Highways Select Committee

Forward Work Programme

2019

	<p>Fire Transformation Working Group</p>	<p>In February 2019 a Fire Transformation Working Group was set up to support the Surrey Fire and Rescue Service improve its performance, raise staff morale and achieve its transformation into an efficient and effective Fire and Rescue Service. The first phase of the Groups work would involve scrutinising and supporting the development of the Fire Community Safety Plan which went out for public consultation. The aim of the group is to ensure the Fire Community Safety Plan is fit for purpose and supports the needs of Surrey residents.</p>	<p>For the Committee to review the recommendations from the Fire Transformation Working Group on the Fire Community Safety Plan ahead of the plan being considered by Cabinet.</p>	<p>Saj Hussain, Vice-Chairman</p>
	<p>On Street Parking Policy Update</p>	<p>The council's on street parking strategy has been in place since April 2011. It sets out the councils approach to managing and enforcing on street parking restrictions. Work has been undertaken to update the policy and align the objectives within the policy with the councils overall</p>	<p>For the Committee to review and scrutinise the updated On Street Parking Policy before final submission to Cabinet.</p>	<p>Matt Furniss, Cabinet Member for Highways David Curl, Parking Strategy and Implementation Team Manager</p>

Communities, Environment and Highways Select Committee

Forward Work Programme

2019

		corporate strategy and Vision 2030.		
22 November 2019	Transformation Programme Update	Surrey County Council is undertaking a large scale transformation programme to address identified performance, financial and organisational culture issues to improve service delivery to residents and value for money. A number of full business cases approved by Cabinet aligned alongside six thematic areas will enable the organisation deliver the Vision 2030.	<p>For the Committee to scrutinise the delivery of the transformation business cases mapped alongside the Committees remit, including an update on KPI's relating to each business case.</p> <p>Full Business cases include:</p> <ul style="list-style-type: none"> • Waste • Fire Improvement • Asset and Place Strategy • Highways, Transport and Environment Transformation 	<p>Matt Furniss, Cabinet Member for Highways</p> <p>Denise Turner-Stewart, Cabinet Member for Community Safety, Fire & Resilience</p> <p>Mike Goodman, Cabinet Member for Environment & Waste</p> <p>Jason Russell, Executive Director for Highways, Transport and Environment</p>

Communities, Environment and Highways Select Committee Forward Work Programme 2019

Standing Items (to be considered at each formal Select Committee)

- **Update on Cabinet Member priorities-** For the Select Committee to receive an update on work that has been undertaken by Cabinet Members and areas of priority work/focus going forward.