

Notice of Meeting

Communities, Environment and Highways Select Committee

**Date & time**

Wednesday, 16
September 2020 at
10.00 am

Place

REMOTE MEETING
Streaming here:
<https://surreycc.public-i.tv/core/portal/webcasts>

Contact

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Chief Executive

Joanna Killian

We're on Twitter:
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Elected Members

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

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 MINUTES OF THE PREVIOUS MEETINGS: 18 JUNE 2020

(Pages 5
- 12)

To agree the minutes of the previous meeting of the Communities, Environment and Highways Select Committee as a true and accurate record of proceedings.

3 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.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

The public retain their right to submit questions for written response, with such answers recorded in the minutes of the meeting; questioners may participate in meetings to ask a supplementary question. Petitioners may address the Committee on their petition for up to three minutes. Guidance will be made available to any member of the public wishing to speak at a meeting.

Notes:

1. The deadline for Member's questions is 12.00pm four working days before the meeting (*Thursday 10 September 2020*).

2. The deadline for public questions is seven days before the meeting (*Wednesday 19 September 2020*)
3. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

Due to the Covid-19 pandemic all questions and petitions received will be responded to in writing and will be contained within the minutes of the meeting.

5 CABINET MEMBER UPDATES

(Pages
13 - 20)

Purpose of report:

To share details of the Cabinet Members' priority areas of work including strategy and policy developments and provide an overview of the budget position and performance of services within his/her portfolio.

Cabinet Member for Communities Update – Report to follow

6 SURREY FIRE AND RESCUE SERVICE IMPLEMENTATION OF MAKING SURREY SAFER - OUR PLAN 2020-2023

(Pages
21 - 90)

Purpose of report:

The Select Committee was provided with a report on progress of the implementation of the Making Surrey Safer – Our Plan 2020 – 2023 for the meeting held on the 24th March 2020. This report provides a further update.

7 SURREY CLIMATE CHANGE STRATEGY PROGRESS UPDATE

(Pages
91 - 102)

Purpose of report:

The purpose of the report is to provide the Communities, Environment and Highways Select Committee with an update on progress since the Surrey Climate Change Strategy was endorsed by Cabinet in April 2020.

8 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME

(Pages
103 -
114)

Purpose of report:

For the Select Committee to review the attached recommendations tracker and forward work programme, making suggestions for additions or amendments as appropriate.

9 DATE OF THE NEXT MEETING: 15 DECEMBER 2020

The next public meeting of the committee will be held virtually via Microsoft Teams on Tuesday 15th December 2020.

10 PRIVATE WORKSHOP

- Climate Change Delivery Plan: discussion of the draft Climate Change Delivery Plan prior to public scrutiny of the final draft at the December meeting of the Select Committee.
- Budget Scrutiny: review of the council's current financial position and core planning assumptions.

Joanna Killian
Chief Executive

Published: Tuesday, 8 September 2020

MINUTES of the meeting of the **COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE** held remotely at 10.00 am on 18 June 2020.

These minutes are subject to confirmation by the Committee at its meeting on Wednesday, 16 September 2020.

Elected Members:

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

In attendance:

- * Matt Furniss, Cabinet Member for Transport
- * Natalie Bramhall, Cabinet Member for Environment and Climate Change
- * Denise Turner Stewart, Cabinet Member for Communities

15 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Mrs Jan Mason and Mr John Furey.

16 MINUTES OF THE PREVIOUS MEETINGS: TUESDAY 24 MARCH 2020 [Item 2]

The minutes were agreed as a true record of the meeting.

17 DECLARATIONS OF INTEREST [Item 3]

None received.

18 QUESTIONS AND PETITIONS [Item 4]

None received.

19 ENVIRONMENT TRANSPORT AND INFRASTRUCTURE DIRECTORATE RESPONSE TO CORONAVIRUS [Item 5]

Witnesses:

Denise Turner Stewart, Cabinet Member for Communities
Natalie Bramhall, Cabinet Member for Environment and Climate Change

Matt Furniss, Cabinet Member for Transport

Katie Stewart, Executive Director – Environment, Transport and Infrastructure

Key points raised during the discussion:

1. The Cabinet Member for Communities provided an overview of the work of the Environment Transport and Infrastructure (ETI) Directorate during COVID-19. An International Organisation for Standardisation (ISO) accreditation approach was being undertaken and a new Director of Resilience would add additional capacity to the service. The Cabinet Member relayed how the relationship with funeral directors had been crucial throughout this period in enabling the death management approach to run smoothly. Protecting the workforce and preparing staff return to work was being undertaken, with the help from the health and safety team, whilst the support for armed forces personnel had continued and new grants awarded for the veteran's hub.
2. With regard to the Coroners Service, the Cabinet Member reported that there had been a significant reduction in waiting times for post-mortems, with a marked improvement in systems and processes. Hearings had continued with remote access enabled for the public.
3. Simultaneously, Surrey Fire and Rescue Service (SFRS) had continued to respond to all emergencies whilst developing the community protection offer. SFRS was one of the first services to access key worker testing and the council was supporting the National Fire Chiefs Council in lessons learned with partner fire and rescue services. The Community Protection Group had advanced on its transformation programme – building back services and acting as a key component in the COVID-19 response. The Community Safety Team had been working to support domestic abuse provision and a new refuge had been established.
4. The Chairman referred to the government's active travel grants querying the status of the council's bids. The Cabinet Member stated that, in total, the government had allocated £8.5m to Surrey and the council had applied for the first tranche of this to be granted as revenue funding. The majority of this funding would go on measures already being installed in Farnham, Reigate & Banstead and Mole Valley. The focus would largely be on unpedestrianised retail areas. These pilots would develop the template for the rest of the county, and it was anticipated that the second tranche of funding would be received in the summer. A newly appointed officer had increased the capacity of the team for project development.
5. The Chairman asked whether Members and residents could be involved in the process prior to the submission of bids. The Cabinet Member responded that a new virtual map on where residents could

mark and nominate areas for improvement was due to be launched and would help prioritisation. The Cabinet Member assured the Committee that Members would be included in any consultations taking place in their area, and urged Members to think how walking, cycling and bus routes could be improved in their area.

6. The Chairman raised pressures on bus operators due to the declining bus usage during lockdown. This conflicted with both the council's Rethinking Transport and Climate Change Strategies that had prioritised increased public transport use. The Cabinet Member stated that proposals were still being implemented and there had been a spike in patronage with every easing of lockdown restrictions. Buses were starting to return to their normal timetables (approximately 80% were already operating at normal timetables and the Cabinet Member would provide this information to members retrospectively). Payments to bus operators had continued and the government's bus operators grant was still effective. The Cabinet Member assured the Committee that provision for buses would continue with an associated campaign to promote greater bus use in due course.

Jonathan Essex joined the meeting at 10:50

7. A Member queried the impact that the £20m deficit in government subsidy due to COVID-19 and the redeployment of staff to manage the emergency would have on the council's financial recovery programme that had been underway before lockdown. The Cabinet Member for Communities stated that, in fact, some services had improved during COVID-19. Close working with partners to increase local resilience had created closer working relationships. The Executive Director had worked to maintain momentum on programmes such as Rethinking Transport, Rethinking Waste, the Climate Strategy, and the new Tree Strategy. Staff had modified their ways of working to ensure this work continued whilst others were redeployed. Financial pressure would be felt but a review of the ETI Directorate was underway which would give an opportunity to maximise the existing staff and resource. Transformation would continue to be a priority as would partnership, cross-sector and organisation working.
8. A Member referred to the reopening of community recycling centres (CRCs) and questioned what plans were in place to accept all waste types whilst adhering to social distancing measures. The Cabinet Member for Environment and Climate Change stated that officers were already working with SUEZ to reopen the small CRCs and a date for the reopening of three more was expected to be announced on 19 June. Initially, the smaller CRCs would be accepting green waste only. The Cabinet Member stated that a booking system would not be put in place.

Actions/Further information requested:

- i. The Cabinet Member for Transport to provide the Committee with information on what percentage of buses are operating at a business as usual timetable.

20 WASTE COMMISSIONING STRATEGY [Item 6]

Witnesses:

Natalie Bramhall, Cabinet Member for Environment and Climate Change

Katie Stewart, Executive Director – Environment, Transport and Infrastructure

Richard Parkinson, Environment Delivery Group Manager

Mark Allen, Interim Waste Programme Manager

Key points raised during the discussion:

1. The Cabinet Member stated that the existing waste Private Finance Initiative (PFI) was due to expire in September 2024 thus new service arrangements would be commissioned and a strategy developed to meet the council's statutory duties. The commissioning strategy would consider approaches ranging from full re-procurement to division of the service into separate packages that could be procured within a shorter timescale. The council would actively engage with all district and borough councils on future models.
2. Reduction of residual waste by encouraging residents to produce less waste and separating the collection of recycled waste and food waste would be a key element of the strategy. To help achieve this, a review of the variable elements of the funding mechanism through which the council funded the Surrey Environmental Partnership (SEP) and the districts and borough councils was underway and due for completion in September 2020. With the approval of this paper, the Executive Director would establish suitable board and governance arrangements with representatives from Surrey Chief Executives and the SEP.
3. A Member requested that the council's Climate Strategy be adhered to with regard to residual waste, either by managing it locally or transporting it further for treatment by a fleet of electric vehicles. The Executive Director agreed that reference in the report to climate change needed emphasising and more work needed to be undertaken to set out how carbon emissions could be monitored and reduced. The Environment Delivery Group Manager stated that adherence to 'reduce, reuse, recycle' would generate a significant carbon emissions reductions.
4. A Member requested that the 20 action points to deliver on climate change from the Council's Climate Change agenda be included in the Waste Strategy. The Waste Advisor confirmed that the climate change action points and council strategy work would be considered but more

work needed to be done around carbon modelling. The Committee thought that the CRC Task Group recommendations should also feed into the Waste Strategy. The Group Manager assured the Committee that the Task Group recommendations would be taken into consideration.

5. A Member asked that the impact on emissions of every 1% improvement in recycling be measured and tracked albeit greater emphasis should be focused on increasing waste reduction and waste reuse. The carbon reduction effect of the latter is far greater and would link to the consumption transformation challenge. The Waste Advisor confirmed that rate analysis would be carried out but it would also be important to consider the following factors to provide a carbon impact of the existing service: how waste and recycling are collected; what vehicles collect waste; the efficiency of waste collection vehicles; how far the vehicles travel; the infrastructure that waste is taken to. The cost, recycling and carbon impacts of each waste strategy option could be considered before a final decision.
6. A Member asked why regional waste facilities might be used to treat Surrey's residual waste and not at the EcoPark. The Executive Director stated that on completion of the EcoPark, it, and the gasifier, would take a percentage of Surrey's waste thus excess residual waste would still need to be managed. A decision needed to be made whether additional facilities be created in Surrey to manage excess waste or whether the county engaged in a regional disposal waste facility. The Cabinet Member explained that some neighbouring counties were developing facilities with spare capacity which could provide a cost-effective alternative to building additional capacity within Surrey.
7. A Member asked whether there had been an increase in clinical waste due to COVID-19 and, if so, how this was being managed. The Group Manager responded that very little clinical waste was produced and the service had been careful with categorising items as clinical waste. Items such as facemasks and gloves did not need to go to specialist disposal. The Group Manager assured that any clinical waste would be dealt with correctly.
8. A Member stated that financial performance was about sustainability, operating at the lowest cost, and giving the best service to residents and that this be made more explicit in the recommendation. The Executive Director replied that financial performance had been broadened from reducing cost and cost efficiency to comprising financial sustainability and assured the Member that this would be made clearer.
9. The Vice Chairman proposed that an education campaign could increase the proportion of residents who separate their food waste. The Cabinet Member agreed that campaigns to stimulate uptake should be developed through joint working with Surrey Environmental

Partnership (SEP). There was not satisfactory uptake in food waste recycling; the green food bins were not big enough for larger families and this was something that the Cabinet Member would investigate.

10. A Member requested that consideration be given to managing the treatment of food waste differently, by increasing composting and energy generation and recovery.
11. Members stated that advising residents on ways of decreasing their waste production should be prioritised in the new contract. The Executive Director stated that “reduce, reuse, recycle” would be emphasised in, and the waste hierarchy was at the heart of, the commissioning strategy.
12. Regarding reduction of food waste, a Member asked whether the scope could be widened to all waste and whether details of infrastructure investment to focus on reuse, composting, recycling and food waste could be included in the strategy. The Executive Director stated that infrastructure for all waste would be looked at. The Cabinet member stated that any future arrangement would be very different from the existing arrangement with SUEZ and may comprise a number of contracts for the various elements of waste.
13. The Chairman asked officers what lessons had been learned from the last contract. The Executive Director, Cabinet Member and Group Manager agreed that greater flexibility and control to change the service in response to local needs should be built into the new contract. Based on the discussion, the Chairman asserted that a longer-term contract was not desirable.

Recommendations:

- i. The Cabinet Member considers the development of Surrey based infrastructure to deal with residual, food waste and composting as part of the Waste Commissioning Strategy setting out reasons why or why not it should be commissioned
- ii. That the Cabinet Member provide assurances that the recommendations made by the CRC Task Group in September 2019 are inputted into the development of the new Waste Commissioning Strategy.
- iii. The Select Committee will convene a Member Reference Group to offer feedback and challenge to officers on the development of the strategy

Membership: Mike Goodman, Ken Gulati, Fiona White, Jonathan Essex, Andy Macleod (Chair), John O'Reilly (ex-officio)

The Select Committee also made the following amendments to the report recommendations (text in bold)

It is recommended that the Committee:

- a) Approves the development of a Waste Commissioning Strategy;
- b) Approves the proposed outcomes for the Waste Commissioning Strategy, to:
 1. Meet Surrey County Council's Waste Disposal Authority (WDA) statutory duties.
 2. Maximise the financial sustainability of waste management in Surrey. **(this outcome must include cost efficiency measures)**
 3. Reduce the carbon impact of waste collection and disposal. **(this outcome must incorporate the Surrey Climate Change Strategy action points and also measurements on the impact on emissions of increasing reuse and waste reduction rates significantly)**
 4. Maximise the integration of waste management in the county
- c) Approves the programme proposed for the development of the strategy and procurement of the waste disposal contract; and
- d) Within this programme, approves the review of the variable elements of the funding mechanism through which the county council funds the Surrey Environment Partnership and the Waste Collection Authorities.

21 COMMUNITY PROJECTS FUND [Item 7]

Witnesses:

Katie Stewart, Executive Director – Environment, Transport and Infrastructure
Matthew Snelling, Strategic Lead – Policy and Strategy

Key points raised during the discussion:

1. The Select Committee noted the interim reports.
2. Members requested that the minutes of the CPF Task Group meetings be circulated to members of the Select Committee.
3. The Chairman stated that the final task group report would be finished in time for the Cabinet meeting.

4. Members stressed that strong a governance framework behind the Community Projects Fund would be key.

Actions:

- i) The Democratic Services Assistant to circulate the minutes of the CPF Task Group meetings to the members of the Communities, Environment and Highways Select Committee.

**22 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME
[Item 8]**

Key points raised during the discussion:

1. The Executive Director agreed with Members' suggestion to form a task group to support development of the Council's Land Use Strategy, due for completion in March 2021.
2. The Committee requested the following topics to be developed for future meetings of the Select Committee: countryside and rights of way; highways capital investment as agreed by the Council.

**23 DATE OF THE NEXT MEETING: WEDNESDAY 16 SEPTEMBER 2020
[Item 9]**

The Committee noted its next meeting would be held on 16 September 2020.

Meeting ended at: 11:51

Chairman



CABINET MEMBER UPDATE

Matt Furniss, Cabinet Member for Transport

Purpose of report:

To share details of the Cabinet Member's priority areas of work including strategy and policy developments and provide an overview of the budget position and performance of services within his/her portfolio.

Highways and Operational Delivery

1. Accessibility of information on the Council's website is improving, including an enhanced GIS map showing works that are planned for the current year and those being considered for the future. The Cabinet Member for Transport has led a presentation to members demonstrating the benefits of the new map. New best practice guidelines for highway verges were published in April 2020 to provide guidelines which allow grass cutting to be undertaken with an approach that encourages wildflowers and wildlife whilst keeping roads safe.
2. Cabinet approval on Highways Procurement will be sought in September 2020, with the initial shortlisting process due to take place in late November/early December 2020 and second shortlisting in late January/early February 2021.

Highways Innovation

3. A number of trials of materials and ways of working have been undertaken in recent months including a trial using plastic pellets in asphalt to increase longevity of utility repairs, trials of new thermal patching materials and trials of equipment such as variable message signs that use solar power. We will also be starting a trial in October using alternative road marking materials which could result in a reduction of micro plastics and increased longevity of road markings. Other technical innovations we are trialling include using image recognition and artificial intelligence to streamline the identification of potholes; strategically located sensors to target road drain (gully) cleansing more effectively; and using road temperature data to drive efficiencies in winter gritting to target areas that need gritting whilst reducing cost and environmental impact.

Streetworks

4. The Lane Rental consultation is currently underway, with several positive responses so far. Our proposal will go to the Department for Transport in October, and the Surrey MPs have been informed and engaged in the process.

Road Safety

5. Working with Surrey police, the Council are undertaking a media and publicity campaign to remind drivers of the speed limit and the fact that enforcement is continuing. An evaluation of the introduction of average speed cameras has shown increased compliance with the speed limit. There are plans to introduce average speed cameras on the A320 St Peter's Way, Chertsey and A31 Hogs Back (eastbound).

Active Travel

6. The Council are waiting to hear back from the government's Emergency Active Travel Tranche 2 bid. We expect to hear back in September 2020. We have incorporated the feedback from our less successful tranche 1 bid and hope to be more successful this time around, having been ambitious with our bid.

Electric Vehicles

7. We have submitted two bids to Government for ultra-low emission buses. The first is for an all-electric bus town focusing on Farnham, with a total value of £11 million. It will be supported by measures to make buses run to time along with real time passenger information. The second bid is to the Rural Mobility Fund, for new Demand Responsive Transport services in the rural areas of Mole Valley. This aims to help support residents living in rural areas to access key services. The scheme will utilise the latest technology that allows more immediacy and more flexibility with DRT services. We are still awaiting the final decisions from Government on this.

Streetlighting

8. Our streetlighting PFI renegotiation will be going to Cabinet in October.

Recommendations:

1. The Committee reviews the information contained in this update and offers feedback to the Cabinet Member.
2. The Select Committee considers where it may add value to the Cabinet Member's work through scrutiny and scopes topics as required.

Next steps:

The Cabinet Member to return with a further update at the next formal meeting of the Committee.

Report contact: Flora Holmes, Cabinet Policy Advisor.

Contact details: flora.holmes@surreycc.gov.uk

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CABINET MEMBER UPDATE

Natalie Bramhall, Cabinet Member for Environment and Climate Change

Purpose of report:

To share details of the Cabinet Member's priority areas of work including strategy and policy developments and provide an overview of the budget position and performance of services within his/her portfolio.

Climate Change

1. Work is being undertaken to identify clear ownership, appropriate levels of funding and a set of key performance indicators (KPIs) by 2021 that can provide for robust monitoring.
2. An Officer Board and Delivery Group has been set up with representatives from each of the service areas. The Cabinet Member for Environment and Climate Change has been working with officers to further engage District and Borough Councils on the Climate Change Strategy. An interactive graphic was launched this week in Surrey Matters to provide further information on climate change to residents, including a tool to calculate your carbon footprint.

Countryside

3. The Countryside Estate has now been transferred back to Surrey County Council and the financial balance has been paid by Surrey Wildlife Trust. Work is underway to rebrand and improve the sites and landscape architects have been commissioned for three car parks and the visitor centre at Newlands. We are carrying out research on how our sites link to deprived areas, reviewing how we can reach the 18-30 age group, BAME and disabled groups.
4. The Countryside Access Capital Projects Team have been recruited and are currently working on a number of improvement projects across the county. The total budget spend on capital projects to date, including bridge repairs/replacements, is £208,157 plus staff costs. A further £341,471 of work is currently committed and a number of other schemes planned to start within the next few months. The increased vegetation cuts are on-going and have proved very successful in improving access to the public rights of way network, making routes more accessible for all users, including cyclists, and helping people to adhere to social distancing guidelines. Increasing the number of cuts per path has also meant the width has been maintained and paths have not become quickly overgrown again.

Flooding

5. The Outline Business Case for the River Thames Flood Alleviation Scheme is currently with the Department for Environment, Food and Rural Affairs (DEFRA) for approval and we are working with the Environment Agency to prepare for the next stage. Our officers continue to investigate the causes of recent flooding (on 13th and 27th August 2020) and support residents where they can. Members have been emailed for their input onto a new wetspots database.

Trees

6. Tree planting season starts in October and will last for approximately six months. The Council hopes to increase tree planting in urban areas and along urban highways during this time. We have asked members for suggestions of where new trees could be located within their divisional areas. A webinar has been organised to inform members in more detail.

Waste

7. All community recycling centres are now fully reopened, and the use of traffic management systems substantially reduced. Options around the Surrey Waste Local Plan are due to be considered by Cabinet in October. In the interim, officers are working on the development of a joint Minerals and Waste Plan. An outline of the programme for this work is due to be considered by Cabinet in November.
8. In July, Cabinet discussed a Paper on the Waste Commissioning Strategy following the expiry of the Suez contract in September 2024. They agreed to set up a Board and Governance arrangements for the Rethinking Waste Programme.

Recommendations:

1. The Committee reviews the information contained in this update and offers feedback to the Cabinet Member.
2. The Select Committee considers where it may add value to the Cabinet Member's work through scrutiny and scopes topics as required.

Next steps:

The Cabinet Member to return with a further update at the next formal meeting of the Committee.

Report contact: Flora Holmes, Cabinet Policy Advisor.

Contact details: flora.holmes@surreycc.gov.uk

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16 September 2020



Surrey Fire and Rescue Service (SFRS) Implementation of Making Surrey Safer – Our Plan 2020-2023

Purpose of report:

The Select Committee was provided with a report on progress of the implementation of the [Making Surrey Safer – Our Plan 2020 – 2023](#) (“Our Plan”) for the meeting held on the 24th March 2020. This report provides a further full update on the following areas:

- a. Implementation of Phase 1 of the changes included within Our Plan;
- b. The recommendations made by the Fire Transformation Working Group (FTWG) of this Committee on Our Plan;
- c. Our response to the Inspection by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) on the remaining concerns in the second revisit letter (Annex 1) and an overview of future Inspections of the Service;
- d. An update on the progress of our response to Brunel University’s recommendations included within the Assurance Report;
- e. Our continuing response to COVID-19 and Recovery Plan;
- f. Further Assurance of Phase 2 implementation.

Introduction:

1. Our Plan addresses the concerns of the HMICFRS Inspection and includes the following areas of change to SFRS, (the Service), some of which have been put in place in Phase 1 Implementation from April 2020:
 - a. More time and resources will be spent on prevention and protection activities to reduce the likelihood of emergencies.
 - b. There is increased availability of crews at Haslemere and Walton during weekend days improving immediate response and resilience for specific risks including water and wildfire.
 - c. The number of fire stations in Surrey will stay the same but there will be changes to how some of them are crewed.
 - d. The actual number of On-Call firefighters will be increased and the way in which we attract and retain them will improve.

- e. Charging for some non-statutory incidents we attend, such as false reports of fire (hoax calls and Automatic Fire Alarms (AFA)) and animal rescues so that costs can be recovered.
2. The development of Our Plan was scrutinised by FTWG. The FTWG made six recommendations to Cabinet that the Service should seek to apply throughout the implementation of Our Plan (Annex 2). This report provides an update on the Service's progress against these recommendations.
3. Phase 1 of the changes to the Service were implemented in April 2020. The second phase of changes were due to be implemented later this year however we have asked Brunel University to assure these changes to ensure they remain the right thing to do taking into account the impacts of COVID-19, the outcomes from the Grenfell Tower Inquiry and as a result of new legislation. Brunel University will bring independent and academic rigour to the assurance process. It should be noted that when the FTWG made their recommendations (Annex 2) the decision had not been made that this would be a phased approach. The recommendations have either already been delivered or will be during Phase 2 of the implementation of Our Plan, subject to the assurance process.

Phase 1 Implementation

4. The changes within Phase 1 that have been implemented included the following:
 - a. The new Prevention and Protection Service, now called Community Resilience, has been launched.
 - b. Haslemere and Walton Fire Stations have improved immediate availability as they have been changed from 5 working days to 7 working days.
 - c. Changes to Response which included changes implemented at Camberley, Fordbridge, Guildford and Woking Fire Stations who have one immediately available fire engine available at night, rather than two.
 - d. New web pages for the Service have been published.
 - e. The Charging Schedule has been published.
5. As an emergency service and as part of the Community Protection Group (CPG), the Service has been front and centre in the response to the COVID-19 pandemic. The Chief Fire Officer chairs the Local Resilience Forum (LRF). The role of the LRF is to co-ordinate the multi-agency major incident to protect the residents of Surrey from the worst ravages of this terrible pandemic. Staff in the Service volunteered to support temporary mortuary facilities, led and worked in the Personal Protective Equipment (PPE) Cell, participated in training led by South East Coast Ambulance to dual-crew ambulances, have been trained up to provide additional resource to support the Services Joint Fire Control and continue to be involved within the LRF and local communities. A Recovery Project is in place to ensure that we understand the impacts from COVID-19 but also to ensure that we learn from what has worked well within

this period and 'build back better'. The specific impact of COVID-19 on progress is included within the detailed sections below.

Community Resilience

6. **Community Resilience:** Business and Community Safety have successfully combined within the wider Community Resilience (CR) Team. This better reflects the expected prevention and protection outcomes. CR Leadership continues to build a single team approach that is required to deliver agility in preventing risk and preparing organisations and communities for when emergencies do occur. CR staff have supported response teams during COVID-19 but have now returned and are central to recruitment, selection and forming new teams. Community Safety has almost completed recruitment and are onboarding staff across July and August with Business Safety in the process of onboarding and advertising internally and externally for auditing, inspector and data analyst roles. All staff continue to be involved in shaping the way the service is to be taken forwards. As well as expanding and forming new ways of working, the Business safety Team continue to work with Boroughs and Districts around high rise buildings in anticipation of changes following the Grenfell Tower Inquiry which remains a key work stream. (Recommendation 3 of the FTWG, Annex 2).
7. **Allocation of Roles:** Due to COVID-19, we needed additional resilience in response which created necessary delays in moving staff into the CR teams. These staff have now repatriated into their new roles and have completed an accelerated three-week Induction. Due to the interruption caused by the pandemic, an accelerated recruitment programme is also taking place to recruit to the vacant posts within CR which include recruitment to Education, Partnership, Youth Engagement, Firewise and posts within Business Safety, as detailed in the section above.
8. **Training:** A training package has been provided to ensure all new staff in CR can successfully carry out their roles. Most outward facing roles within Business Safety will require significant training investment which sits within existing budgets. Dame Judith Hackitt's report 'Building a Safer Future' identifies qualifications linked to building a safer future. It is crucial that we reflect the changes from this report and any other outcomes from the Grenfell Tower Inquiry. Therefore, there will be a significant period of training, planning and forming prior to delivering all the anticipated outputs for the Community Resilience team.

Changes to Response (Implementation of 1b and c)

9. **Implementation of changes to Response:** The changes that were implemented within Phase 1 included changes at Camberley, Fordbridge, Guildford, and Woking Fire Stations who have one immediately available fire engine available at night, rather than two. Haslemere and Walton Fire Stations have improved immediate availability as they have now changed from 5 working days to 7 working days.

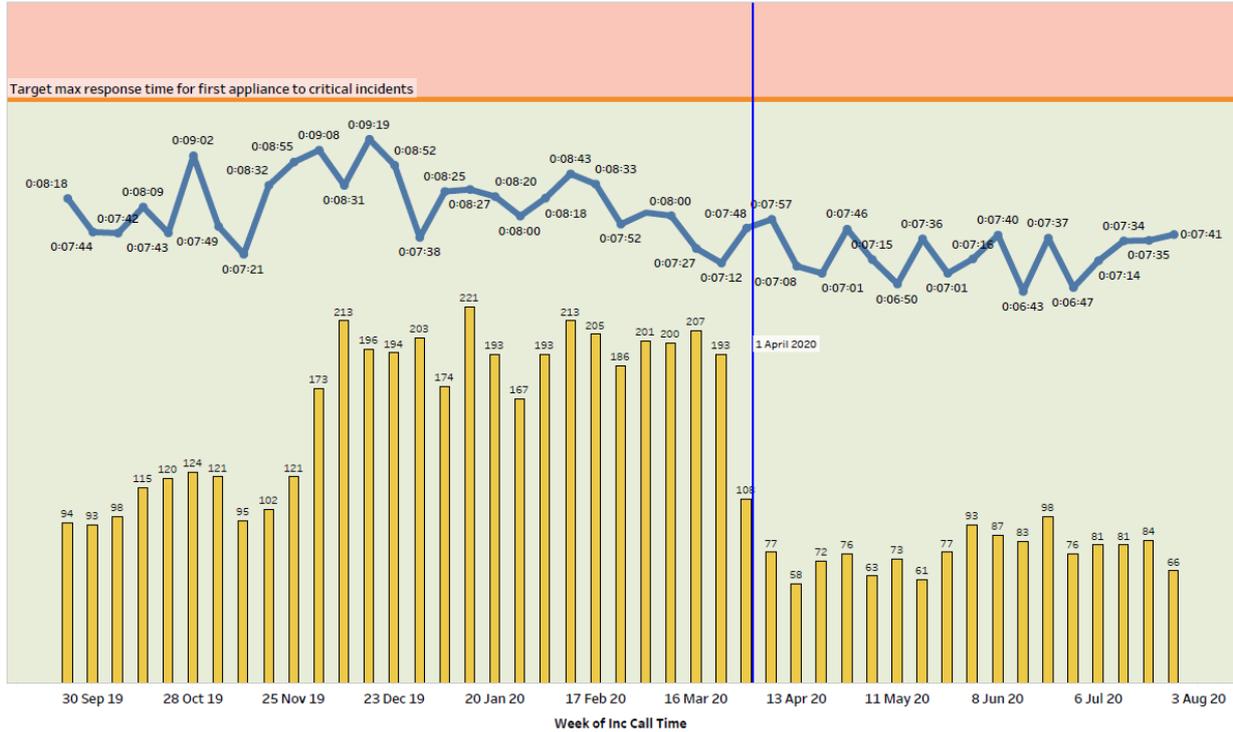
10. **Engagement with staff:** To ensure the Service complied with Government Guidance, face to face engagement was put on hold with personnel at Fire Stations in the initial weeks of the COVID-19 pandemic; however, this was compensated by using other mechanisms, Teams in particular has been very successful and established a new way to collect valuable feedback. As soon as Government Guidance allowed the Service Leadership Team (SLT) commenced face-to-face engagement with all staff and are actively collecting feedback on the implementation. This will be fed back to Brunel as part of their review and will also form the basis of an action plan by SLT for the implementation of any future service changes. The learning from this will form part of the next service update to the Select Committee. This reflects Recommendation 3 of the FTWG, Annex 2.

11. **Phase 2 Assurance:** The implementation of the Phase 2 changes which include Banstead, Egham and Painshill is due to be carried out later this year. However, as stated earlier in this report, the Service has asked Brunel University to assure the second phase of implementation. Brunel University will be carrying out this work over the summer period and will be providing the outcomes by mid-September. The outcomes from this assurance will inform whether the implementation of Phase 2 continues in its current form.

12. **Wholetime Recruitment:** We attracted 538 applicants for the role of firefighter. Twelve of those who are appointed started their training on the 26th May and another training session will start on the 14 September 2020 for a further twelve new recruits. We are about to launch an ongoing recruitment campaign for firefighters to join the Wholetime and On-Call. We are monitoring staff numbers very closely through our Workforce Working Group for the whole Service. This considers the Services retirement/leaver profile and the outcome of the changes to the pension scheme. We have noticed a rise in those who have wanted to take retirement earlier than anticipated as a result of the changes to the pension arrangements and we are factoring this into our workforce planning requirements.

13. **Current Response Standard:** The impact of COVID-19 reduced travel times to incidents as there was less traffic and increased appliance availability. Our call volumes remained fairly constant and were evenly spread throughout the day, rather than spiking during the peak times in the morning and evening. Whilst we expect our response times to increase as lockdown is eased, we expect them to continue to be within the Response time standards for the Service. (FTWG Recommendation 2, Annex 2)
 - a. **Critical Incidents:** The graph shows an average response time of first appliance to critical incidents both before and after the implementation of the Making Surrey Safer Plan to present. Critical incidents are the minority of incidents, however when the data is only refined to this type of incident there is a reduction in volumes after the start of lockdown and this has continued to the present time.

Average response time of first appliance to critical incidents - by week starting: 23/09/2019 to 27/07/2020



On Call (Implementation of 1d)

- 14. New and additional On-Call Support Officers are in place to improve On-Call availability, recruitment, and contractual arrangements. This was initiated as a pilot and has proved successful and is therefore continuing.
- 15. Detailed research and analysis has been carried out by SLT to identify how we can improve the offer for On-Call. A detailed report is attached at Annex 3 showing both the Strategic proposals and detailed progress in relation to the On-Call Project. It has been recognised nationally that the recruitment of On-Call is a challenge for all Fire and Rescue Authorities. Our project aims at dealing with this at the root cause and transforming our approach to On-Call.
- 16. Our current On-Call establishment is 103 personnel, against a full establishment of 138. We have 9 individuals on an eight week residential course in August.. We have further courses planned and, together with delivery of the proposals outlined in the On-Call report, we aim to be at full establishment by the end of the delivery of the MSSP.
- 17. We are confident that the MSSP will be consistently achieved from October 2020. This achievement is dependent upon the implementation of Phase 2 and current forecasted recruitment/training plans relating to all roles within the Response team.

Chargeable Services (Implementation of 1e)

18. The charging schedule has been updated to include Automatic Fire Alarms (AFAs) and can be found on the website [here](#). The draft was made available to the Select Committee by the 1st April, as requested. This addresses Recommendation 4 of the FTWG (Annex 2).

Further Context:

Trade Dispute

19. The Service has an ongoing Trade Dispute with the Fire Brigades Union (FBU). Action Short of a Strike (ASOS) was stopped at the end of March 2020 due to the COVID-19 pandemic and the strike period has now expired requiring a re-ballot by the FBU if it were to continue. Regular meetings continue to be held with representatives from the FBU and every effort is being made to resolve the issues raised.

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

20. HMICFRS have confirmed that the full Inspection due this year in June has now been officially postponed to 2021. The Inspectorate have, however, advised that they will be carrying out a themed inspection of all Services this year to understand the Response/Recovery from COVID-19 and any learning that will be taken forward in September this year. The Inspectorate has confirmed that the themed inspections will not be scored however the learning will be included in the HMICFRS Annual Report which is published early next year. The Inspectorate has also confirmed that it will be carrying out activity to review the areas of concern raised in the full inspection in 2018 and will also be carrying out full inspections of all Fire Services over 2021 and 2022.

Communications and Engagement

21. A Communications and Engagement Strategy has been developed and is currently in the process of sign off.
 - a. We will soon launch a targeting recruitment campaign aiming at increasing the diversity of our workforce.
 - b. We have improved our social media approach to both incidents and prevention activities to ensure residents are as up to date as possible.
 - c. Members of SLT have restarted visiting fire stations on a weekly basis and this has been invaluable for both managers and staff.
 - d. We have a refreshed internal communications strategy which includes regular transformational and CFO updates to staff. Members are also kept

regularly updated through Member Briefings.

Annual Statement of Assurance

22. There is a requirement for Fire and Rescue Authorities to provide an annual Statement of Assurance on financial, governance and operational matters. This statement is designed to reassure the public that the appropriate arrangements are in place to deliver services safely and effectively. The draft Statement of Assurance will be put forward for Cabinet Member decision in October and is attached for Members Scrutiny at Annex 4 as set out in FTWG Recommendation 5, Annex 2.

Conclusions:

23. The Transformation Programme and Phase 1 of implementation has been delivered. Dependent on the outcome of the assurance from Brunel University Phase 2 will be delivered later this year. The Service has identified the impacts from COVID-19 on the Transformation Programme and is confident that we will deliver the outcomes from the MSSP in full by 2023.
24. The Service has put in place business continuity arrangements and contingency plans in respect of the Trade Dispute, whilst continuing to seek to resolve through engagement with the FBU.

Risk Management and Implications

25. There are associated risks with the implementation of these proposals:
 - a. Industrial Relations: There is opposition to the changes by the FBU and there is currently a Trade Dispute ongoing. The Service is in dialogue with the FBU with the aim to resolve the issues raised.
 - b. Public perception of Response Changes: there has been a campaign, mainly led by the FBU, against the changes being implemented. The Service is delivering a proactive communications and engagement plan which clearly describes how our Service operates.

Equalities and Diversity

26. Valuing and promoting equality and diversity are central to the work of the Service. An Equality Impact Assessment informed the development and implementation of Our Plan. A Staff Equality Impact Assessment was carried out to identify whether there were any adverse impacts to members of staff as a result of the changes. The outcomes of this assessment informed the development of new ways of working and implementation of the changes.

Other Implications:

27. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	No significant implications arising from this report.
Safeguarding responsibilities for vulnerable children and adults	Surrey experiences relatively low numbers of fatalities and injuries from fires. Our challenge is to continue to reduce these small numbers and this means the accurate targeting of those who are most vulnerable. We must also maintain our contribution to the reduction of casualties associated with road traffic collisions and will continue to focus on young drivers. We recognise that we also have an important part to play in improving the life chances for young people, so we deliver a number of other effective prevention activities.
Public Health	Increase integration and meaningful collaboration with other emergency services to assist them to respond to an increasing demand for services, where we can improve community safety and public health, and add value. We continue to educate the public through community safety campaigns and Safe and Well Visits. Our Safe and Well Visit is designed to cover fire safety, road safety, environment safety and by using the <u>One Stop Surrey</u> referral process, cover a range of health and social issues that support independent living. We also supply a range of equipment, such as smoke alarms, hard of hearing alarms, fire retardant bedding and advise on TeleCare alarms and sprinklers. We are continuing to work with the Surrey Health and Wellbeing Board members, such as Adult Social Care, the NHS, public health and Age UK Surrey, to develop the content of our Safe and Well Visits to reduce risk to the elderly.
Climate change	The <u>Civil Contingencies Act 2004</u> places a legal duty on all emergency services to carry out risk assessments in their area. Significant risks are recorded on the <u>Surrey Community Risk Register</u> . We have to assess the risk of major emergency incidents such as flooding,

	derailments, major spillages, fires, chemical incidents, civil unrest, terrorist attacks and flu pandemics.
Carbon emissions	No significant implications arising from this report.

Recommendations:

1. The Committee reviews the information contained in this update and offers feedback.

Next steps:

2. The outcomes from Brunel University assurance will inform the implementation of Phase 2 of the changes.
3. Further updates will be provided to the Communities, Environment and Highways Select Committee as required.

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Sources/background papers:

Making Surrey Safer – Our Plan 2020 - 2023

Annex 1 Surrey Fire and Rescue Service Inspection Improvement Actions

Annex 2 Communities, Environment and Highways Select Committee Recommendations

Annex 3 On-Call Report

Annex 4 Draft Statement of Assurance

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Annex 1

Surrey Fire and Rescue Service

Inspection Improvement Actions

Surrey Fire and Rescue Service (SFRS) was inspected by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in summer 2018 and a further revisit took place in October 2018, as part of an inspection programme for all UK fire and rescue services. The resulting Report of Findings highlighted areas where we are performing well and two key areas we need to improve, which encompasses seven recommendations.

We took immediate action to address these recommendations and are also undergoing a significant programme of work to transform our Service.

Following on from the original inspection and revisit, the HMICFRS also sent a small team of inspectors to revisit the Service again on 2-4 September 2019. The purpose of this visit was to review the action we have taken against the causes of concern identified in July and October 2018 and it also highlighted any areas that require further improvement and focus.

HMICFRS were due to carry out a second full inspection in June of this year. Unfortunately, due to the current COVID-19 pandemic this inspection has been postponed until further notice. However, we are in regular contact with our HMICFRS lead officer and continue to provide data and documents that reflect our progress and performance.

Obviously, the impact of this terrible and far reaching pandemic on our service delivery will be assessed as part of our transformation programme on an ongoing basis.

Progress on the key areas of concern and seven recommendations, as well as a summary of the revisit findings is shown below:

Key area 1: Surrey Fire and Rescue Service does not have a robust and sustainable system to support its operational response model.

Recommendation 1. Put in place a response plan based on a thorough assessment of risk to the community

Our Community Risk Profile has been updated to include the most recent data about the risks within Surrey. This information helps us to understand where the risks associated with places in the county are, where the most vulnerable people are and when and where the risks are greater. This helps us to plan the positioning of fire and rescue resources (firefighters and fire engines) to keep Surrey safe.

The Community Risk Profile is a key document that informed our 'Making Surrey Safer Plan 2020-2023' which is our new Integrated Risk Management Plan (Making Surrey Safer Plan) to help us to manage our resources for responding to emergencies more efficiently. We used this risk information to inform our modelling of the best distribution of resources to respond to emergencies. This analysis has been independently verified to confirm it is robust and accurate.

The Community Risk Profile also helps us identify the resources required to reduce the risks through community and business safety prevention activity.

The IRMP (Our Making Surrey Safer Plan) was approved by our Fire and Rescue Authority (Surrey County Council) on the 24 September 2019.

The revisit letter from HMICFRS dated 05 November 2019 stated that they found this to be a comprehensive and evidence-based assessment of risk and considered options. They said it provided an opportunity for the people of Surrey to have a say on proposals and that the proposals were linked to the findings of their inspection.

We are introducing the new Service operating model in phases. The first phase successfully went live in April 2020. Delivery of the second phase is being assured so that we can fully understand the impact of the current national emergency of COVID-19 on the outcomes we expect and on the risk data that is the foundation of our planning.

Recommendation 2. Ensure the Service has the appropriate resources (people and equipment) to respond to risk in line with its Integrated Risk Management Plan.

Since August 2019 the governance structure for the Service has been reviewed and now includes the renewed Workforce Working Group. This group plans at strategic level staff numbers and succession planning and is underpinned by a variety of policies and frameworks relating to our people. The Workforce Working Group now have access to comprehensive data relating to staffing levels and anticipated shortfalls which allows an improved level of evidence-based decision making around workforce planning.

We have recruited between Jan-Dec 2019 85 operational staff and 57 other staff, 142 in total. This includes 10 new staff who transferred from West Sussex Control Room as part of the creation of Joint Fire Control. Our continued recruitment ensures that we will achieve full establishment at the end of implementation.

Whilst COVID-19 has delayed recruitment, plans are in place to recommence all activities. There will be courses for new operational staff starting in June, August and September which include On-Call and wholetime staff. Promotion processes for Crew Commander, Watch Commander and Assistant Group Commander are all underway. Planning is taking place for a Group Commander process and offers of appointment have been made to successful Area Commander candidates.

We also have a robust Capital Replacement Programme, which will fund the vehicles, equipment, etc. we need. We have secured additional capital investment to enable our new ways of working. Our new governance structure includes a Resources Working Group which ensures oversight of this key area of the business.

Recommendation 3. Ensure the Service understands and actively manages the resources and capabilities available for deployment.

At the time of the initial inspection, HMICFRS found that there had been a lack of effective controls in place to monitor and manage overtime. An overtime action plan was put in place and delivered against by the Service; this issue is now resolved to the satisfaction of HMICFRS, as confirmed in their revisit letter.

Recommendation 4. Tell the people of Surrey what benefits its service provision and ways of working in the operational response model will give them.

HMICFRS told us that we interact with the public in a positive way. We are building on this foundation to clearly tell the people of Surrey about the services we are providing. We consulted with residents on the draft proposals in our Making Surrey Safer Plan and also published the implications of our proposed response model (how we allocate fire and rescue resources to emergencies) at a local level in our Equality Impact Assessment.

We engaged with residents in several ways during our consultation for our plan. We explained our analysis of the risks in Surrey, through the Community Risk Profile, and how we intended to meet these risks. We used various ways of telling people in Surrey, which include local media, social media, consultation materials in Libraries and Borough and District offices, advertising at fire stations and online, articles in resident publications and web content. We actively encouraged people to feedback their views on our three proposals for change through our online survey and through face to face meetings.

HMICFRS told us in their revisit letter that they found specific efforts were taken to engage with hard to reach groups using Surrey County Council networks such as the Surrey Coalition of Disabled People group. In total 1687 responses were received to the consultation and this was a higher rate of response to similar consultations seen in most other services.

We are continuing to build on this approach to engagement through our Customer Interface programme which is looking at how we engage with residents and stakeholders and how this can be improved. We have updated our website to ensure it meets the needs of our stakeholders and this went live in April 2020. We will continue to focus our efforts to ensure that we target the most vulnerable in our society to provide the information they need, when they need it, in an easily accessible way. This will be especially important when we consider the impacts of continued social distancing moving forwards as a result of the COVID-19 pandemic.

Key area 2: Surrey Fire and Rescue Service doesn't use its resources efficiently to manage risk or its financial and physical resources effectively to keep people safe.

Recommendation 5: Ensure that the resourcing model meets our risk demand sustainably.

Recommendations 1 and 2 outlined how we analysed the risk in Surrey and informed how we should resource the service in line with the risk profile. The Community Risk Profile also uses forecasted data, such as changes to population for groups vulnerable to fire between now and 2030.

We have ensured that our resourcing model, which is included within our Making Surrey Safer Plan, takes account of the risk we have and the way we expect some risks to change. The plan was approved at Cabinet in September 2019.

We will continue to monitor risk throughout the implementation of the Making Surrey Safer plan and are currently reviewing the profile to consider the impact of the pandemic on risk. The outcome of this will form part of the review of the implementation of Phase 2 of the Making Surrey Safer Plan.

Recommendation 6. Ensure the Service workforce model supports the operational model to manage risk efficiently and sustainably

A key principle of the Making Surrey Safer Plan is to realign resources delivering greater prevention and protection activities, stopping emergencies from occurring in the first place. Enabling these changes, the Service has implemented and embedded a new Workforce Resourcing policy, which provides support to managers across the Service to ensure we have the right people, in the right place with the right skills at the right time. The creation of our Community Resilience teams has also provided opportunities for new and existing staff to undertake different and/or specialist roles.

We have refreshed our selection methods to incorporate assessment against behaviours as well as operational/skills and ability as well as putting frameworks in place to ensure consistency of application across our processes. Additionally, we have reviewed our workforce data requirements to ensure we use evidence to inform our decision making.

We have focused on ensuring we performance manage our workforce in a more progressive modern way as well as updating the majority of our people policies.

To ensure we have the ability to deliver more prevention and protection activities we have established a Workforce Working Group to explore career pathways across the Service and look at how we can incorporate these into a talent framework. The Workforce Working Group meets on a monthly basis to also ensure staffing levels support the operational delivery model and provide appropriate levels of resilience.

The Service are establishing a more agile and flexible workforce and to do this we have opened up the opportunity for staff to take up differing types of employment contracts. These include the development of bank and extended contracts for wholetime and on-call staff and more flexible contractual arrangements for on-call staff. We have also been able to offer on-call migration opportunities into wholetime employment. All ongoing recruitment and promotion processes have been adapted to run in a COVID-19 environment. An Equality Impact Assessment has also been drawn up to understand and mitigate any issues that may arise due to this situation.

Recommendation 7. Ensure that the Service uses the available budget prudently to support its risk management activities

We will continue to robustly monitor our finances. This includes regular financial monitoring meetings to ensure the prudent use of available budgets across departments.

The Making Surrey Safer Plan is appropriately funded. Our new operating model will be more efficient.

We will also review in light of the impacts of the pandemic and our response.

The HMIFRS revisit letter indicated that they would like to see further progress in the following areas:

Fire engine availability.

The Making Surrey Safer Plan has identified that we have too much appliance availability at night and not enough during the day. This is based on five years' worth of data.

April 1st 2020 saw the implementation of Phase 1 of the Making Surrey Safer Plan and the removal of 4 frontline appliances overnight, and an increase of 2 frontline appliances during the day on Saturdays and Sundays. As a result, the Service has been closer to specified availability levels almost continuously.

Increase of recruitment to On-Call firefighter roles.

Work is underway to improve the recruitment of on-call staff through detailed Station Action Plans and changes to Catchment Areas.

The on-call review is now a fully established and resourced project. This includes the provision of additional on-call Support Officers dedicated to the delivery of key workstreams.

This project has, however, been impacted by the pandemic. The focus for managers and staff has been in responding to the pandemic and less on the development of the workstreams. It is planned that this will be a focus area for the recovery period for the Service. It is, however, pleasing that we have been able to recruit 9 members of staff for a course that will commence in August. This course has been adapted and condensed to deliver to the original timeline, enabling staff to be able to provide operational cover.

Attract and recruit more representative workforce.

We will continue to ensure we put actions and measures in place to attract and recruit a more diverse workforce as reflected in our most recently reviewed People Strategy.

Ahead of our most recent recruitment campaign, we redesigned our messaging and promotional materials to accurately reflect the role of the firefighter with the aim of attracting a wider audience to apply for the role. We used social media to ensure that the message was targeted to those groups which were underrepresented in our workforce and refreshed and continue to improve our website.

We set up 'have a go' days for potential applicants to experience the selection processes they would have to go through to become a firefighter and continue to collaborate with a broad range of partners to engage with our local communities, helping us to understand the diverse needs of the people we serve so we can tailor our services and safety initiatives to those who need them most.

Along with our blue light partners we worked with Public Service Colleges to promote the role of firefighter to students and intend to continue this work moving forward.

Additionally, we have become a corporate member of the Women in the Fire Service to get support and a wider network of expertise to inform any positive action initiatives we may wish to pursue.

We have developed our workforce Fairness and Respect Network into a formal group which will scrutinise the Service and hold it to account, giving a voice to those who are under-represented and providing opportunities to share ideas, mentor colleagues, acquire new skills and participate in the development of diversity and inclusion initiatives.

To continue to ensure we are attracting a diverse workforce, we are reviewing our workforce data to ensure that we always have and maintain accurate and comprehensive workforce data to inform our strategic direction in terms of recruitment, retention and progression.

Proactive communications to the public.

A communications and engagement plan has been developed and is now in implementation. This plan covers both communications with the public as well as communications internally with our staff and is continually updated. Our Customer Interface project includes:

- Updating our website so that it is easier to access and use. The first phase of updating the website has been completed which was to radically change the look and feel for users. This involved rebuilding from scratch, auditing of information, the removal of duplication and out of date information. Also updating and including new information strands. Importantly, the design and build has been based around fire service users and includes the ability to change and update the site remote from Surrey County Council. Phase 2 is to conduct a second audit, build in a decision tree to triage safe and well visits (SAWV) and to build virtual buildings highlighting SAWV information. It is planned to link this to causes of fire in high rise buildings and how to maintain common areas within them.
- Messaging on vehicles. The vehicle messaging has been affected by the suspension of trading due to the pandemic and a delay in purchasing of new vehicles. As we return to normal, we will continue our plan for geographic messages (water safety in the north, wildfire in the west and road safety around the strategic road network).
- Thank you to everyone who responded to our customer survey through our webpages. We are currently bringing the outcomes together.

We are reviewing our communication plan to ensure it takes into account the impacts of the COVID-19 pandemic, including for example the implications of continued social distancing to protect the vulnerable.

We hope that you have found this useful and informative. We will continue to update our progress on a regular basis.

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Annex 2

Communities, Environment and Highways Select Committee

Recommendations:

- i. By 1 April, 2020, the Cabinet Member for Community Safety, Fire and Resilience to ensure that the new proposed crew and vehicle placement model as detailed within the 'Making Surrey Safer – Our Community Safety Plan' is resourced at full establishment firefighter (including on-call) staffing levels and for staffing levels to be closely monitored by the service to ensure these do not fall below establishment levels.
- ii. Emergency response times are closely monitored and scrutinised by the Communities, Environment and Highways Select Committee on a quarterly basis to ensure that response times which do not meet current and future Surrey response standards can be addressed by further scrutiny.
- iii. If the 'Making Surrey Safer-our Community Safety Plan' is approved by Cabinet, that Senior Managers continue to engage with staff to discuss the impact of the changes on working patterns and give staff the opportunity to comment and shape the design of the service.
- iv. The service must aim to recover costs from incidents which do not fall within the service's statutory obligations. By 1 April 2020, a detailed schedule of charging for incident attendances is drafted to recover costs from incidents which do not meet the services statutory obligations especially in cases of persistent false fire alarms.
- v. The Surrey Fire and Rescue Service statement of assurance is scrutinised by Communities, Environment and Highways Select Committee in 2020 so the Committee can be confident that the service has the appropriate arrangements in place to deliver services safely and effectively.
- vi. All future public consultations and any associated documents are made accessible in a variety of formats to a wide range of people with different needs including those with mental health support needs, learning difficulties and physical, sensory or cognitive impairments. It is recommended that the council works closely with organisations and groups that represent disabled people to pilot the accessibility of documents before any future public consultations are launched.

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ON CALL REPORT

TABLE OF CONTENTS

INTRODUCTION	2
NATIONAL RECOMMENDATIONS, ASSURANCE AND BEST PRACTICE	3
ON-CALL STRATEGY	4
Request to Ministers/Political Partners.....	5
NATIONAL RECOMMENDATIONS.....	7
Good practice & Lessons Learnt	9
PROJECT DETAILS.....	14
Project Background.....	14
Project Aims:.....	15
Business Objectives	15
Our Approach	16
Impact of Covid.....	17
Progress against Recommendations.....	18
Key Deliverables August 2020	21
Key Deliverables April 2021	21
Key Deliverables May 2021 to March 2023	22

Project/Programme Name	On-Call Project
Senior Supplier	Kasey Beal
Senior User	Gary Locker
Project Manager	Affy Light
Start Date	February 2020

INTRODUCTION

Throughout the UK it is clear that use of On-Call Fire fighters is invaluable in protecting communities efficiently, they are dedicated men and women who give above and beyond their normal work day to protect their local community.

This is true within Surrey where the effective combination of our Whole time and On-Call staff ensures that the public of Surrey are protected when emergencies occur.

It is nationally recognised that recruitment of On-Call staff and the running of efficient and effective On-Call Units is a complex subject. The HMICFRS in their report state of Fire and Rescue 2019 specifically identified On-Call recruitment as a national issue.

Surrey Fire and Rescue Service (SFRS) have engaged with several partners to gather best practice and views from critical friends to address this complexity and has specifically considered the national recommendations within the HMICFRS The State of Fire & Rescue Report and the Sir Ken Knight Report (Facing the Future -2013).

SFRS wants to see a thriving On-Call team that are ambassadors for the service in their local communities working alongside our Community Prevention and Protection teams as well as providing a response to emergencies.

To do this we know that we need to do things differently and therefore the purpose of this report is to outline both how we intend to change the way that we recruit and retain On-Call Firefighters, what we are already changing and the support we will require to be able to do this effectively.

NATIONAL RECOMMENDATIONS, ASSURANCE AND BEST PRACTICE

The following recommendations, assurance and best practice have been brought together to inform the work that has been taken forward:



Surrey Fire and Rescue Service engaged with several partners to gather best practice and views from critical friends. The service has specifically taken into account the national recommendations within the HMICFRS The State of Fire & Rescue Report and the Sir Ken Knight Report (Facing the Future -2013).

The Service invited Sir Ken Knight CBE, QFSM, DL, Ex-Commissioner of the London Fire Brigade and Commissioner for the London Fire and Emergency Planning Authority and Tristan Ashby, Chief Executive Officer of the Fire and Rescue Services Association (FRSA) to act as 'critical friends' and review our work and share their recommendations. We have also worked closely with the NFCC On-Call Strategic forum and the On-Call Working group.

We engaged with other fire services directly, through NFCC On-Call working group and via NFCC On-Call Workplace forum, where best practice is shared. Via that forum we have been able to benefit from an MBA dissertation that is a case study on the retention of On-Call Fire Fighters. It looks at why On-call Fire Firefighters might leave, why they might stay and what practices could be adopted by services in the future. Although it was focused on Devon & Somerset Fire and Rescue the results were reviewed by the Surrey On-Call Support Officers and those relevant to our service have been adopted into the project.

The service had been fortunate to benefit from the best practice of other Fire services and have been actively engaging with them to learn from their experience and adapting their success to our specific circumstances in Surrey.

ON-CALL STRATEGY

The On-Call project was started to address specific issues that our service was facing. While we are making good progress on these areas, we have learnt from our research and the national recommendations that change within On-Call requires longer-term strategic activity as well as the practical changes we are putting in to place. We have also learnt that changing culture, ways of working and the systems around On-Call will take time with most changes averaging between 3-5 years to reach a place of 'success'. Therefore, we have updated our key deliverables to reflect these strategic changes.

We believe that in order to make long-term and long-lasting changes we need to take the following strategic direction for our service:

- Establish On-Call as a countywide resource.
- Remove the internal divisions and ensure On-Call is seen as a clear route of entry into any area of the Service and we will guarantee equitable recruitment processes and training opportunities.
- Capitalise on existing skills and community benefits

Countywide resource

- Create and recruit On-Call Community Resilience roles and use the border of Surrey as the catchment area with the option to ride an appliance as the service needs.
- Target diverse community groups.
- Target established businesses within the local area, i.e. supermarkets, car dealerships, etc. to promote business benefits of having a firefighter as a member of staff.
- Adapt On-Call Fire Stations to enable to staff to have facilities to stay overnight or work out of an On-Call Unit - subject to compliance with Working Time Regulations.
- Improve facilities to allow day working in primary role from Fire Stations

Remove the divisions

- Remove the terms On-Call and Wholetime from the Service and refer to all as a Firefighters.
- Implement the same recruitment process for On-Call
- Review processes, systems and policies for impact to On-Call
- Ensure On-Call equitable training opportunities given they will have primary employment.
 - Review L&D provision.
 - Improve use of technology.
- Ensure that On-Call aren't just used as standby but also get included in priority calls.

Utilise existing skills and community benefits

- Ensure we capture existing skills on entry and retain information for future recruitment.
- Discuss with firefighters how their skills can help the Service (Link to career pathways).

- Locating a Frontline/Special Appliance at a primary workplace. Works with a big employer who have a significant number of staff on site.
- Utilise Cadets to promote locally but also to invite parents to apply to be On- Call.

REQUEST TO MINISTERS/POLITICAL PARTNERS

There are many changes within our service that have been identified and changes are being implemented. However, there are areas outside our service that we need the support and influence of our minister and political partners to enable change.

Employers

To incentivise employers for having and retaining On-Call members of Staff. To provide the means of being able to make it beneficial for the business, so this is not out of the Fire and Rescue Service (FRS) budget.

For example:

- After the COVID-19 pandemic, could there be a benefit for employers that retain staff that are On-Call firefighters (Periodic payments directly to businesses).
- Reduction in insurance premiums for employer, recognising skills of On-Call firefighters.
- Reduction in business rates.
- Subsidised annual leave for On-Call firefighters, enabling initial and ongoing training to take place.
- Subsidised vehicle purchases, maintenance/service vouchers, etc. where used by On-Call firefighters.

On-Call Firefighters

Incentivise individuals to become On-Call firefighters, again not via FRS budgets. For example, via:

- Tax benefits.
- Reduction in insurance premiums.
- Subsidised private vehicle purchases, maintenance/service vouchers, etc.
- Subsidised fuel.

Changes to Legislation and Guidance

- Enable FRSs to provide blue light response capabilities on individual's private vehicles, to improve response times into Fire Stations.
- Review the National Terms and Conditions of firefighters (The 'Grey Book'), to enable pro-rata payments of availability, irrespective of predetermined availability levels, i.e. $\frac{3}{4}$ or full unit availability only.

Scholarship and Apprenticeship

Funding and support to create scholarships to join the FRS with activities in Services contributing to college/university credits. Benefits are broader than On-Call duty system and could enable direct entry at differing levels of a given Service, including fast track processes.

NATIONAL RECOMMENDATIONS

The following recommendations have been made:

Sir Ken Knight Report Recommendations	On-call staff to crew the second pump in two-pump stations, providing the weight of attack and resilience for subsequent calls
	Review response times and the distance of an on call firefighter from a station
	Using electronic rostering and availability systems which provide easy monitoring/ Selective alerting
	Support for on call staff: Introduce Retained Station Support Officers, wholetime Watch Managers who are available to On-Call staff and champion their roles.
	A blended approach to training to a common competency standard, and the development of web-based e-learning packages.
In Conversation with Sir Ken Knight Recommendations	Facilitate On-Call Fire Fighters's periodically doing a paid shift at a Wholetime Fire Station
	Comprehensive exit interview for people leaving the On-Call.
	Utilise On-Call Fire Fighter's where the turn-in times are an obstacle, to resource a relief crew whose mobilisation time could be 1-2 hours.
	Offer On-Call opportunities which involve a lesser commitment than the current 54/90 ¼ Unit- this will attract a wider more diverse group of candidates.
	On-call as co-responders or undertaking other tasks for the community.
	Staff consultation - key to staff being committed to it in the future.
	Optimise community engagement, Fire Stations used as libraries, crèche, food bank, hate crime reporting centre, etc.
	A regional bringing together a larger cohort of recruits for their basic training
In Conversation with Tristan Ashby FRSA Recommendations	Focus was treating On-Call firefighters the same as Whole Time – too much stick never worked...
	Retained impact assessment for every policy
State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2019	More innovative ways to develop and maintain the skills of these firefighters – so that there is no difference between the On-Call & Whole Time
	Put in place mechanisms to better manage, support and develop staff.
	Services need to be innovative at reaching out to the widest possible pool, to make sure they have enough staff to keep this model viable.

	On-Call units to carry out Safe & well visits
	Providing greater flexibility in working arrangements and considering other incentives, such as financial.
HMICFRS Surrey Inspection	More needs to be done in relation to on-call recruitment, and to attract and recruit a more representative workforce.
HMICFRS Surrey Inspection Revisit Letter	Greater priority has been given to the recruitment of wholetime firefighters. We did not find the same leadership drive and determination in relation to increasing the recruitment of on-call firefighters”
Devon and Somerset Fire and Rescue Service – MBA Dissertation: Factors impacting the retention of On-call Firefighters By Joe Hassell September 2019	Explore feasibility of increasing access to increase financial reward such as prevention & protection work which may also assist with recruitment and increase community awareness of the role of an On-call Fire Fighter.
	New family engagement practices such as social and recognition events should be devised and implemented to increase family links.
	An opportunity to work closer, interchange roles with, and if feasible transfers into Whole Time posts.
	Opportunities for personal and professional development such as instructor qualifications that gives parity with WT equivalents
	Gratitude from managers for how much of their lives they committed to the organisation. A simple ‘thank you’ is both easy and free to implement.
	Increasing realistic, challenging, practical training and revising the exercise strategy to make it more realistic.
	Designing and implementing consistent, service-wide realistic job previews for new joiners to prepare them for the challenges of work/life balance

GOOD PRACTICE & LESSONS LEARNT

The majority of evidence was gained from the following services, some of which were considered by the HMICFRS as high performing with regards their On-Call models; Shropshire, Devon and Somerset, Essex, Cambridgeshire, Lancashire, West Sussex, Hertfordshire and Kent Fire & Rescue Services.

MBA case study: Devon and Somerset Fire and Rescue Service

MBA case study: Devon and Somerset Fire and Rescue Service



Factors impacting the retention of On-call Firefighters

- Despite the depth and breadth of theory, there is universal agreement that there are no definitive models or practical 'off the shelf' solutions readily available to solve turnover issues.
- There is limited, published research on the FRS retention as a whole, and even less, if any on the UK OCF model

The primary factors that influenced participants to remain:

- the enjoyment of responding to emergency incidents, helping the community, teamwork, practical training, the social environment at the station, the supportive leadership style of their line managers.
- Other factors that were also important to participants was the sense of status and pride they received from their families, friends and the community.



Factors that influence Firefighters intention to quit

No singular reason for quitting, however there were key factors that participants believed would influence them to quit.

The primary factor was negative work/life balance, in particular

- a lack of flexibility of hours,
- the pressure to be available

Other factors that would be influential in turnover decisions are:

- the lack of reward, either through uncompetitive pay or lack of recognition,
- the lack of influence and engagement over work tasks,
- unengaging, unrewarding and repetitive training
- decline in emergency incidents.



Shropshire Fire and Rescue Services

- Majority Rural with mainly On-call Stations
- One of the highest performing Services providing On Call Fire cover, averaging 98.6% Fire cover availability via On-Call units.
- They offer 75% (3/4 unit) for 80 hours and 100% (whole unit) for 120 hours and are actively investigating new contracting options.
- They have a large team of fulltime contract- (not whole time) on call support officers who also cover a large development/ training element.

Key learnings for Surrey

- A cultural change that gives their managers much more autonomy to manage their units and personnel & their units to run their own shift system to try to give the most effective levels of availability.
- Flexible drill nights with additional hours for development.
- High level awareness of the On-Call model through organization
- Their support team have a direct link with their Fire control to ensure levels of Fire Cover are maintained at the start of each day.

Devon and Somerset Fire & Rescue Service

- Predominately rural with mainly On-Call Stations
- Trialed flexible contract (30 hours to 120 hours per week) at 7 stations for a year with positive results in morale & efficiency & investigating selective alerting
- Offer three types of crewing,
 - Pay for Availability Crewing (paid for the actual hours of availability per week) used where the Service requires the asset to be available to meet the Service requirements
 - Special Additional Crewing used at stations where low priority Special Appliances are located.
 - Normal Additional Crewing is where a Service asset is not required based on risk, but staff have made themselves available.

Key learning for Surrey: A change in culture towards more autonomy will take time to embed.

Essex Fire & Rescue Service

- Predominantly Urban with mainly On-Call Stations
- Dedicated Project team (6) trying to change and implement a new contract for over 4 years.
- Main blocker has been with breakdown in communications with the FBU and anything outside of Grey Book is not being supported.
- They offer banded contracts
 - 75% retainer for 80 hours
 - 100% retainer for 120 hours.
- This is affecting retention and recruitment due to its lack of flexibility and attraction.
- Several flexible models are in consideration and have instructed an external company to give in depth analysis and modelling on the preferred contract options – this has been at a significant cost to the Service.

Cambridgeshire Fire & Rescue Service

- Predominantly rural with mainly On-Call Stations
- They offer:
 - 100 core hours band with 70 hours specified by unit manager - 100% retainer
 - 85 core hours band with 60 hours specified by unit manager- 75% retainer
 - 70 core hours band with 50 hours specified by unit manager- 75% retainer
- Increased their efficiency by a restructure of the On-Call support team to include a Group Commander, Station Manager A's, Flexi Station Manager B, 2 x Watch Commanders & 2 x Crew Commanders.
- Honorariums are awarded for undertaking and completing driver qualifications and supervisory Officer qualifications – this has had a very big impact in units availability levels. They have included Wholetime with the honorariums.

Key Learnings for Surrey

- Change in culture to ensure that the unit managers feel empowered to manage their respective units taking into account the units' unique requirements.
- They stated that an increase in autonomy has been beneficial to all personnel and a staff survey has shown that their employees are much happier with the culture shift and Honorariums for additional skills.

Lancashire Fire & Rescue Service

Predominantly Rural.

- Contract ranges from 42 to 120 hours with the typical being a 75% retainer fee for over 80 hours per week – They offer a below 75% retainer (non-grey book) contract, down to the 42 hours
- Typical reasons why On-Call Fire availability is reduced is; Lack of Supervisory officers, Lack of Personnel, Lack of BA wearers &/or drivers.
- They have an On-Call support team that assists with management, development and they provide fire cover where required to assist in covering identified shortfalls.

West Sussex Fire & Rescue Service

Predominately rural with mainly On-Call Stations

- Dedicated Crewing Optimisation Group (COG) and Retained support team of 15 that cover Crewing shortages and offer support and development to units.

They offer

- 36-hour for Day Staff with a reduced retainer (50% retainer),
- 50-hour band (75% retainer) mainly for dual contract personnel, with local arrangements agreed where it suits employees.
- 80-hour band (75% retainer)
- 120-hour band (100%) retainer.
- Allow entire establishment to 'Turn in' for Fire calls and allows up to 6 to ride – this does cause frustration and a potential retention issue
- Retention is an issue with a high percentage leaving within the first 6 months due to time it takes to get trained. New recruits train to a basic level for two weeks then given 'Ticket to ride'. It can then take over a year to get them fully trained (BA, RTC etc).
- The contract has limited flexibility.
- Good migration policy into Whole-time which attracts On-Call who often remain On-Call following their Whole-time appointment.

Selective Alerting

Hertfordshire Fire & Rescue Service

"Flexible Mobilising" introduced as policy as part of IRMP in September 2018

- Used across the service at times of high resource demand. Paired stations with not enough crew to be on the run - at times of need, mobilised to their paired station in order to make-up the crew for an appliance to become available
- Manual process in Control in order to instigate but understood not to be too onerous.
- Utilised on 35 occasions in 2019 but not only used to paired stations – on more than one occasion 3 stations crews were combined.
- 19 out of 20 On Call Stations, when asked in a survey, thought that Flexible Mobilisation was a "good" system
- Control instigate Flexible Mobilisation manually (using Vision) and have to interrogate Rappel manually to explore its potential use. Further interrogation into how onerous this manual process is for Hertfordshire explored.

Key learnings for Surrey

Due to similarities in systems used (both use Rappel as crewing software and both Controls use Vision), a similar proposal for Surrey was explored.

Flexible Mobilising leading to an evidenced uplift in On Call availability and said to have increased morale across the On-Call units

Kent Fire & Rescue Service

“Romney Marsh project – Cluster Resilience”

- Aimed to solve issues with On Call crewing specifically within the Romney Marsh area which included 4 On Call stations
- Plan was to “stand-up” crews of otherwise off the run appliances during high resource demand in the area and on occasion to have On Call personnel from other stations stay on other stations to make up the crew (not just at times of high demand)
- Crewing software - Storm
- Use Police based mobilising system – Kronos – but unfortunately it couldn’t be configured to enable Control to utilise it easily. Pilot abandoned at this point.

Key learning for Surrey: Highlighting of how pivotal crewing and mobilising system was to the success (or failure) of the project.

PROJECT BACKGROUND

Context of On-Call in Surrey

Within Surrey there had historically been a gap in the On-Call Support role until the appointment of the Head of On-Call in 2018 and subsequently 1 On-Call support officer. This has been further supplemented by the appointment of a further 3 On-Call support officers, but on a temporary basis. The funding for these posts is currently being met by existing vacancies. A business case is progressing through the service governance structure to substantiate these posts with dedicated funding identified.

Due to the demographics within Surrey it has been difficult to recruit to establishment within On-Call. Surrey Fire and Rescue (SFRS) is committed to improving recruitment, retention and availability by tackling the root causes which include the following:

- Limited recruitment pool due to turn in time, limiting candidate pool
- Remuneration/high time commitment
- Contract restrictions and working practices
- Lack of supportive primary employers (for 3 of 10 Units the 24/7 stations)
- Utilisation of current IT

The HMICFRS inspection of Surrey specifically identified the need for Surrey to focus on retention and recruitment of On-Call and emphasized its importance in their revisit letter.

While this project is supportive of the aims in the Making Surrey Safer Plan (MSSP), the improvement of on call availability is not a critical success factor in the completion of the plan. Current On-Call availability levels will still allow the MSSP to be delivered effectively.

The outcomes of the On-Call project should help alleviate these difficulties through focusing on the following areas:

- Infrastructure
- Contracts & Working practices
- IT & Mobilising
- Recruitment & Retention

PROJECT AIMS:

Increase and maintain a steady recruitment, retention and availability of On-Call Firefighters.

- Improve cover specific to station requirements.
- Ensuring cover is predictable and meets service needs
- Improve ease and success of recruitment
- Review of the recruitment/induction process for potential improvement
- Review contracts and working practices
- Develop Infrastructure -review IT provisions as needed, stations fit for purpose, equipment & vehicles, team coordination.
- Optimisation of processes and utilisation of pagers, to enhance their use including review of the rostering system and mobilising.

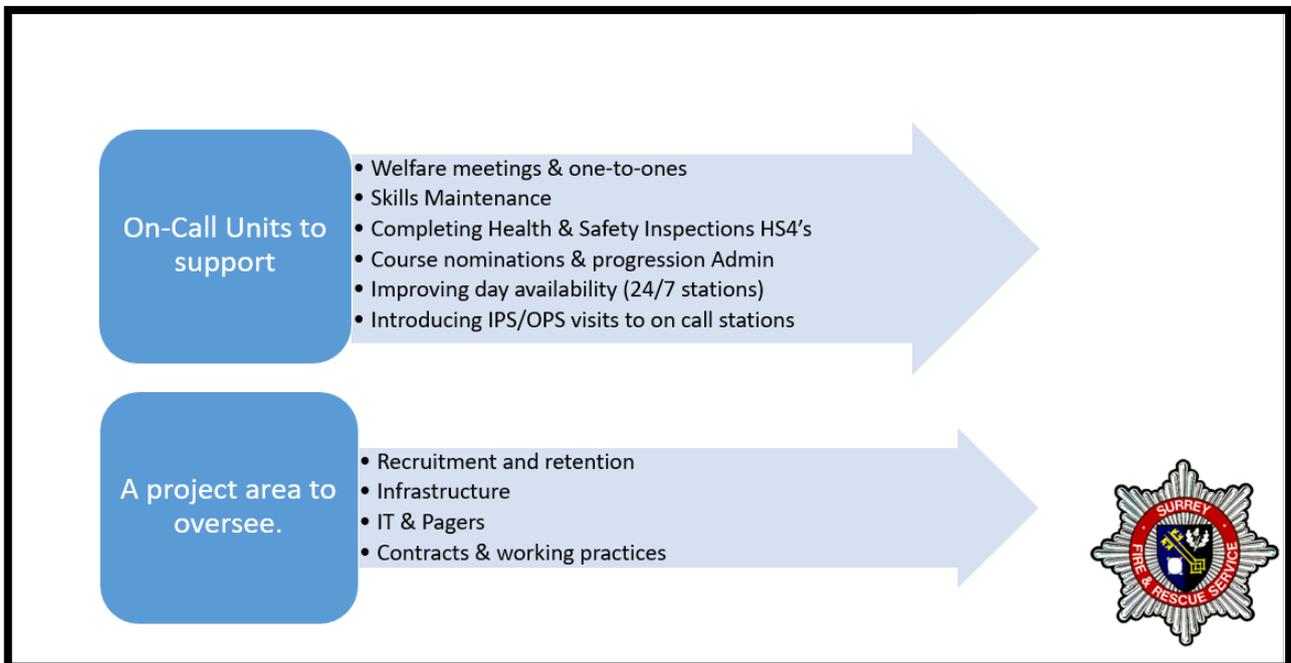
BUSINESS OBJECTIVES

- Stable and predictable On-Call cover
- Increasing and developing staff to ensure the correct mix of available skills and improved establishment levels
- Substantiating On-Call support within the service providing additional middle management capacity on an ongoing basis.
- Improve coordination between Wholetime and On-Call resources

OUR APPROACH

The On-Call personnel require specific support for their role for them to feel valued and remain in post. The appointment of the On-Call Support officers and the relationships they have built up with the On-Call Units has helped to move forward a huge amount of progress. Even despite the delays of the Covid-19 pandemic we have been able to make progress and meet our key deliverables for August 2020.

Each of the 4 On-Call support officers had their roles were split into:



IMPACT OF COVID

Like many others the lockdown restrictions and redeployment of staff has delayed project activity. However due to lockdown restrictions we saw an overall increase in availability as more firefighters were available during the day.

- On-Call Project put on hold
- On-Call Support Officers redeployed for 2 weeks
- Project manager redeployed to PPE cell for 7 weeks
- Delays to project deliverables such as training, infrastructure work and local recruitment.
- Delays in dependent projects
- New recruit training pushed back to August start
- General improvement in Availability



PROGRESS AGAINST RECOMENDATIONS

Recommendation	Progress
HMICFRS Inspection & revisit letter regarding recruitment	<ul style="list-style-type: none"> ✓ Dedicated Project stream & On-Call officer dedicated to this area ✓ Recruitment Comms plan in place and work starting in conjunction with Wholetime ✓ Community recruitment campaign on target for when lockdown is eased ✓ Condensed course in place for August ✓ Successful recruitment campaign for September 2020 course ✓ New contract options generating interest amongst potential new recruits.
<p>Increasing access to increase financial reward such as prevention & protection work</p> <p>On-Call units to carry out Safe & well visits</p>	<ul style="list-style-type: none"> ✓ During Covid- 19 On-call units where trained up to do checks on vulnerable residents ↑ Next activities: Investigate the application of this learning into safe & well visits ↑ Investigate viability of Operational Community resilience staff based out of an On-call Station to improve availability and increase links between On-Call and prevention activities.
Staff consultation - key to staff being committed to it in the future.	<ul style="list-style-type: none"> ✓ Improved communications through appointment of On-call staff ✓ Extensive consultation to identify project priorities ✓ SharePoint site set up to improve easy of consultation and sharing information ✓ Ongoing consultation by a variety of methods: - online surveys, face to face meetings, online web meetings and phone calls & attending drill nights to support and to ask & answer questions <ul style="list-style-type: none"> ○ 15 Q&A meetings (face to face & online) with all units (some revisits), ○ Over 40% response to the online survey (directly & by email)
Development of web-based e-learning packages.	<ul style="list-style-type: none"> ✓ E-learning package offered via SCC ✓ Induction package in development for all staff
Optimise community engagement, Stations used as libraries, crèche etc.	<ul style="list-style-type: none"> ✓ Progress is being made, area for future investigation
On-call as co-responders or undertaking other tasks for the community.	<ul style="list-style-type: none"> ✓ Investigations into this have begun but is now on hold as a National issue

<p>Support for on call staff: Introduce Retained Station Support Officers</p> <p>Put in place mechanisms to better manage, support and develop staff.</p>	<ul style="list-style-type: none"> ✓ Positive relationships built with On Call Support Officers ✓ Providing a Junior Office role and Unit Manager role for under established Units. ✓ Welfare Meetings, One to Ones and Mentoring Unit managers. ✓ Triage for manual implementation of selective alerting ✓ Supporting Skills Maintenance, Supporting Skills Maintenance ✓ All HS4's completed for the units Crewing of appliances - Improved operational availability ✓ Introducing IPS/OPS visits to on call stations ✓ Next activities to confirm substantive On-Call posts and investigate increasing the breadth of the Support teams to include firefighters to promote Whole time & On-Call mixing
Using electronic rostering and availability systems which provide easy monitoring/ Selective alerting	<ul style="list-style-type: none"> ✓ Project stream & On Call Officer dedicated to this area, ✓ New Mobile Data Terminal (MDT) Training for all On-Call personnel and reconfiguration of new pagers allowing differentiation between Fire & Stand-by to all On-Call stations complete
Crew the second pump in two-pump stations.	<ul style="list-style-type: none"> ✓ In place
Facilitate On-Call FF's periodically doing a paid shift at a Wholetime Fire Station	<ul style="list-style-type: none"> ✓ In place
Resource a relief crew whose mobilisation time could be 1-2 hours.	<ul style="list-style-type: none"> ✓ In place
An opportunity to work closer Whole Time posts.	<ul style="list-style-type: none"> ✓ In place
Reaching out to the widest possible pool.	<ul style="list-style-type: none"> ✓ Turn in times extended for 3 stations to increase recruitment scope ✓ Mobilising control aware of turn in changes and working to establish impact.
Comprehensive exit interview for people leaving the On-Call.	<ul style="list-style-type: none"> ✓ In place, reviewed quarterly ↑ Next Activities Work with People & OD to capitalise on this information
Offer a lesser commitment than the current 54/90 ¾ Unit- Providing greater flexibility in working arrangements and considering other incentives, such as financial.	<ul style="list-style-type: none"> ✓ Project stream dedicated to this areas, proposed contract options to provide greater flexibility in working arrangements with Workforce Working group for feedback, next activities to pilot agreed options. ✓ Pursuing other considering other incentives, such as honorariums. ✓ We have begun conversations with Surrey County councils Finance teams to identify the process and mechanisms for change for council tax.
Focus was treating the same as whole time	

	<ul style="list-style-type: none"> ✓ Working with P&OD to review recruitment & induction processes to bring them into parity with Wholetime ✓
Opportunities for personal and professional development with parity to WT equivalents	<ul style="list-style-type: none"> ✓ In place ↑ Next Activities – create more opportunities by using evenings and weekend
On-Call impact assessment for every policy	<ul style="list-style-type: none"> ✓ In discussion with Operational Policy and Assurance Working Group ✓ Supported Equality & Diversity Lead ✓
Develop and maintain skills– so is no difference between the Job previews On-Call & Whole Time	<ul style="list-style-type: none"> ✓ Skills development and requirement are the same between On-Call & Wholetime
New family engagement practices such as social and recognition events	<ul style="list-style-type: none"> ✓ Delayed due to Covid ↑ Next activities: Canvas On-Call units to identify which activities would be appreciated and appropriate
Gratitude from managers. A simple ‘thank you’ is both easy and free to implement.	<ul style="list-style-type: none"> ✓ Inclusion in official coms on social media etc is part of the internal comms review ↑ Next activities: A planned rota of SLT to visits to On-Call Units is in discussion
Increasing realistic, challenging, practical training and revising the exercise strategy to make it more realistic.	<ul style="list-style-type: none"> ✓ Smaller 2/3/4 pump exercises organised locally between stations are being planned, which promotes enjoyment/achievement and confidence in operational abilities. Also improving morale and relationships between different stations.
Designing and implementing consistent, service-wide realistic job previews for new joiners to prepare them for the challenges of work/life balance	<ul style="list-style-type: none"> ✓ Job previews are part of the recruitment comms plan to help support and encourage suitable applications

KEY DELIVERABLES AUGUST 2020

- ↑ Confirmation of substantive On Call Support Officers
- ✓ Pilot Contract with Workforce Working group
- ✓ New pager configuration, allowing differentiation between Fire & Stand-by calls completed
- ✓ New Mobile Data Terminal (MDT) Training for all On-Call personnel
- ✓ August course running with 6 - modified approach
- ✓ Recruitment campaign for January 2021 course in place (Impacted by Covid)
- ✓ Facilities work plan in place, with SCC for action
- ✓ Turn in times reviewed

KEY DELIVERABLES APRIL 2021

Strategic Deliverables

- On-Call to Wholetime Migration Pathway established
- On-Call has the same recruitment, standards and process as other firefighters
- Training opportunities reviewed and specific guidance given to support On-Call.
- Complete a skills audit on existing staff and ensure details are routinely captured and updated

Project Deliverables

- On-Call Availability showing consistent improvement
- Improved recruitment and retention rate for On-Call
- Revised and improved recruitment process
- Complete negotiations & approval following the Pilot contract
- Linking working practices to the new On-Call contract
- Flexible Mobilisation of special appliances at home and other stations utilising selective alerting.
- IT and infrastructure fully consider requirements of On-Call

Strategic Deliverables

- On-Call Career Pathway established as clear route of entry into any area of the Service
- On-Call have equitable training opportunities to their Wholetime counterparts
- Complete a skills audit on existing staff and ensure details are routinely captured and updated
- On-Call roles in community Resilience's and as a countywide resource in place.

Project Deliverables

- Full Flexible Mobilisation –match and mobilise stations for standby & relief purposes, utilizing selective alerting.
- New On-Call contract/s in place, meeting Service needs & requirements
- Flexible and adaptable On-Call service to meet future and changing needs
- Fully cohesive and unified workforce (On Call and Wholetime)
- Unit demographic that is reflective of its community

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STATEMENT OF ASSURANCE 2019/20



Contents

Introduction.....	3
Our vision:.....	4
Our strategy.....	5
Surrey – the context we work in.....	6
Our service.....	7
Financial assurance.....	8
Financial governance	8
External audit.....	8
Financial transparency.....	8
Governance assurance.....	9
Response to the Covid-19 pandemic.....	14
Operational assurance.....	15
Surrey Fire and Rescue Service's Making Surrey Safer Plan.....	16
Greater community resilience	16
Response.....	17
Our people	19
Service performance.....	21
Assurance and improvement.....	22
Collaboration and partnerships.....	24
Your views matter.....	25
Feedback.....	25

Introduction

Welcome to our annual Statement of Assurance for April 2019 to April 2020.

This Statement of Assurance is intended to provide our communities with clear and transparent information about Surrey Fire and Rescue Service's (SFRS) financial, governance and operational matters. It is a requirement of the Fire and Rescue Service National Framework for England (2018). We hope it will reassure you that we have the appropriate arrangements in place to deliver activities safely and effectively. We will reference other useful documents that you may wish to read and have provided links to these. Due to our efforts responding to the Covid-19 pandemic, the publication of this annual Statement of Assurance has been slightly delayed. Although this Statement of Assurance covers the period April 2019 to April 2020, we have also chosen to include some of our activities relating to how we responded to the Covid-19 pandemic.

We have a fire and rescue service for our county that delivers our statutory responsibilities and we are determined to deliver our vision to make Surrey a safer place to live, work, travel and do business. As a result, we have introduced fundamental changes to the service and the way it operates over the past year. This has been in response to a period of great change nationally. Over the past decade there has been a significant decrease in the number of fires attended in Surrey. This can be attributed to several factors, including the prevention and protection work fire and rescue services carry out across the county, which we are actively increasing and improving to meet the needs of our communities. There are other risks we must prevent and respond to such as road traffic collisions and the impacts of climate change.

We know that we still need to do more to keep people safe from risk, especially the most vulnerable in our communities and to do this we will work more effectively with partner organisations. The Government's fire and rescue reform agenda is reinforced by a new statutory inspection regime by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, which monitors and reports on our performance. Moving forward, we need to maintain our statutory responsibilities and respond to new challenges, such as the recent Covid-19 pandemic and how this might change the landscape of society. We will be flexible and adaptable, with a diverse workforce that is proud to serve and protect our communities.

We hope that you are assured that we are keeping you safe and of our commitment to provide a fire and rescue service that meets the demands of Surrey in the 21st century.



Denise Turner Stewart
Cabinet Member for Communities



Steve Owen-Hughes
Chief Fire Officer
Head of Community Protection Group

Our vision:

Our fire and rescue authority, Surrey County Council (SCC), has set out a [Community Vision for Surrey](#) placing greater emphasis on prevention, services for vulnerable people, and the need for greater collaboration with partners.

By 2030 we all want Surrey to be a:

“Uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.”

We play a crucial role in making communities safer, whether it be preventing and protecting people from fire and other risks or responding swiftly to the emergencies that occur. Our Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection highlighted that the service needs to do much more to protect people and prevent emergencies from happening in the future.

We also need to ensure that we are providing an efficient, effective, accountable and transparent service that is reflective of the diverse community we serve. Our [Making Surrey Safer Plan](#) sets out how we will refocus our resources to increase our work with communities and businesses to prevent emergencies from happening, whilst also responding more efficiently when they do.

Our vision for the service is to make Surrey a safer place to live, work, travel and do business.



Our strategy

Meet customer needs and expectations:

- Preventing emergencies before they happen.
- Provide more accessible services that better support businesses and communities.
- Protect communities by responding to emergencies when they occur.

Resources:

- Decrease the demand for our response services.
- Sustain revenue and increase capital investment.
- Realign our resources based upon community needs.
- Use our resources appropriately, efficiently and effectively.

Provide customer-focused services

- Support the independence of individuals and businesses.
- Better promote and target our services.
- Learn more about communities, improve outcomes and evaluate services.

Manage the business

- Improve the use of technology and our infrastructure.
- Continually develop and sustain our operating models.
- Produce, analyse and act upon performance data.
- Improve our communications with staff and trade unions.

Improve partnerships and collaboration

- Improve partnerships with community stakeholders.
- Improve blue light interoperability and intelligence sharing.
- Establish more effective partnership with Borough/District Councils.
- Improve partnerships with county council stakeholders.

Establish a reputation of quality

- Attract, recruit and retain a more diverse workforce.
- Improve the confidence in our services.
- Make evidence and intelligence-led decisions.
- Assure and review all service changes.

Culture

- Be ethical, transparent and accountable.
- Develop a customer focus throughout the service.
- Recognise and reward our staff who exemplify our values and behaviours.
- Develop an inclusive service culture with zero tolerance of bullying and harassment.
- Ensure we have the right people, at the right time and place, with the right skills.
- Develop a service culture that is agile and flexible, which embraces change.

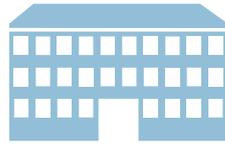
Surrey - the context we work in

As a place, Surrey has a range of unique features and qualities that can create different challenges and opportunities. The statistics below set these in context.



Population

- Population of 1.19 million (expected to rise to 1.26 million by 2030)
- Growing ageing population, by 2030 over 22% of residents will be aged 65+
- By 2030 47% of residents aged 65+ will be living in a care home



Education and skills

- More than 380 schools and around 157,000 children and young people
- 94% of Surrey schools are good or outstanding - highest in the South East
- Highly qualified workforce
Over 50% of working age population (16 – 64 years) hold a degree-level qualification.



Health and wellbeing

- Increasing demands on services for vulnerable adults, children and those with additional needs
- Affluent with pockets of social deprivation
- 25 most deprived neighbourhoods in Surrey are within the third most deprived areas in the country.



Crime

- The number of crimes recorded is the second highest rate in the South East
- Greater than regional average increase in recorded burglary, criminal damage and drug offences and significant increases in robbery and violent crime.



Environment and Infrastructure

- Surrey's road network is a high priority topic for residents
- Surrey has one of the busiest road networks in the country, which carry double the national average and have the greatest average delay on the roads out of all counties.



Economy

- A strong economy worth £40 billion, which grew by 23% between 2010 and 2017 - in line with economic growth in the South.
- An attractive and popular place for businesses. Number of business per 10,000 population in Surrey has increased by c.37% between 2010 and 2017.

Our service

We employ 673 members of staff who work from 25 locations across Surrey. There are many diverse options when it comes to working for SFRS from working with your community and local businesses to responding to emergency incidents.

- We provide information and advice on community issues affecting public safety and enforce fire safety legislation.
- We focus our efforts on education – raising awareness amongst the most vulnerable people in order to prevent fires, road traffic collisions and other emergencies.
- Our firefighters are trained to deal with a range of emergency situations.

These activities include working with Surrey Local Resilience Forum (LRF) partners to respond to major incidents like widespread flooding, pandemics, acts of terrorism or dealing with emergencies that may involve hazardous materials.

We are proud to have:



12% support roles

Project and business managers, business support, diversity and inclusion lead, organisational development and communications roles.



9% community and business safety roles

Including Fire Investigator's, Youth Engagement Instructor, Education Officer and Wildfire & Rural Affairs Partnership Officer.



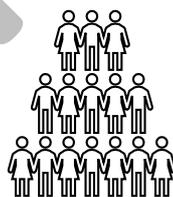
5% mobilising roles

Our control room is located at Salfords Fire Station.



74% response roles

We have two different types of firefighters, this is made up of 62% wholetime firefighters, 12% on-call firefighters.



Recruitment

We are constantly recruiting. In the last year we have recruited:
2 – community resilience and business fire safety role
13 – control room roles
56 – response roles



77 volunteers

We are extremely grateful to our volunteers who help us keep communities safe. Read more about our volunteers on page 20.

If you would like to find out more about what happens at our fire stations, please visit [our fire stations web page](#).

Financial assurance

SFRS is part of Surrey County Council and therefore receives its funding as part of the county council's budget planning process. It is included within a group of services called Community Protection (more on this on page 10).

Community Protection was allocated £33.8 million in the county council's [2020/21 budget](#), of which £31.3 million is allocated to SFRS.

The fire and rescue authority produces a [Medium Term Financial Strategy \(MTFS\)](#) which is reviewed annually. The MTFS sets out our revenue budget for the coming year and the five-year capital programme. The budget includes assumed inflationary increases for staffing, supplies and services.

Financial governance

Each year the county council publishes a set of accounts for public consumption. The [statement of accounts](#) includes the financial performance of SFRS over a given financial year, which always runs from 1 April to 31 March.

External audit

The county council has external auditors appointed by central government to assess their financial standing.

The authority's appointed auditor, Grant Thornton, undertakes an annual audit of the financial standing of the county council. They are required, under the Code of Audit Practice, to highlight all issues of significance arising from an audit, in the form of an annual audit opinion. Recent audit opinions can be found on the SCC's website along with the [statement of accounts](#).

Financial transparency

The Localism Act 2011 requires local authorities to publish their remuneration policies. The [Localism and Transparency page](#) of the SCC's website provides a number of documents relating to pay. These include the Pay Policy Statement and the Equal Pay Policy Statement. SCC publishes a range of [financial and procurement data](#).



Governance assurance

How the fire and rescue service is governed and managed

Good corporate governance underpins confidence in public services and should be transparent to all stakeholders.

Cabinet Member for Communities

The Cabinet Member for Communities has overall responsibility for the policy direction of SFRS and acts as the SCC lead.

Select Committees

Select Committees are made up of elected members and have three specific roles:

- scrutiny
- overview, policy review and development
- performance management.

The service falls within the remit of the Communities, Environment and Highways Select Committee.

Constitution of the council

SCC has a constitution that sets out how the council conducts its business, how decisions are made and the procedures to be followed to make sure that these are efficient, transparent and accountable to local people. Some of these processes are required by the law, while others are a matter for the council to determine itself. The constitution is updated at meetings of full council to ensure that it reflects changes in legislation and stays relevant to local needs. The latest version of the council's constitution can be viewed [here](#).

Code of Corporate Governance

SCC's Code of Corporate Governance sets out the mechanisms for monitoring and reviewing the corporate governance arrangements, which enables the council to identify good governance practice and areas for improvement. For more information see [how the council makes decisions](#).

Annual Governance Statement and Statement of Accounts

The council annually reviews the effectiveness of its governance arrangements and produces an Annual Governance Statement (AGS), which summarises the governance framework and environment in place during the year. The AGS is signed by the Chief Executive and the Leader of the Council and is included within the [Statement of Accounts](#), as required by statute.

Audit and Governance Committee

The remit of the [Audit and Governance Committee](#) includes responsibility for corporate governance, risk management, the statement of accounts as well as internal and external audits.

Internal Audit

The Internal Audit function of SCC is undertaken by Orbis. Orbis is a shared services partnership between Brighton and Hove City Council, East Sussex County Council, and Surrey County Council. The aim of this service is to ensure the council's processes are robust, and that the council appropriately uses public money to achieve its objectives. Audits of key financial systems cover all directorates and services including SFRS.

Additionally, audits of specific fire and rescue service functions and activities are undertaken on occasion. Any issues would be raised with the Service Leadership Team (SLT). Audit reports and agreed actions arising from these audits are reported to the Audit and Governance Committee and may be referred to the relevant Select Committee if necessary. Ownership of actions arising from audits remains in the remit of officers.

Community Protection Group

The Community Protection Group (CPG) supports the delivery of the 2030 Community Vision by making Surrey a safer place to live, work, travel and do business.

The CPG is made up of SFRS, Armed Forces Covenant, Emergency Management and Community Resilience, Health and Safety, support for the Coronial Service and Trading Standards. All these services have a vital role to play in directly protecting people from physical or financial risk, fires, floods or rogue traders, as well as providing help, advice and welfare support to residents who need it.

The CPG works with residents, businesses, community groups and partners to raise awareness of preventative actions people can take to enable them, their families and communities to be more resilient to incidents and recover more quickly.

The group will focus on improving outcomes for residents and businesses through:

- Better use of data, information and expertise to enable more targeted prevention, protection and response work.
- Building a centre of excellence for criminal and civil investigations, regulation and enforcement within the county.
- Working with our political and other partners to maximise the collective opportunities and impact of the group.
- Assessing current and potential funding opportunities to ensure prevention, protection and response work can be afforded in the long term.

Service Governance Framework

Surrey Fire and Rescue Service implemented a new Governance Framework on 1 April 2020.

It includes:

- The governance operating model.
- The organisational design, strategy and business planning processes.
- SLT members' oversight and responsibilities, broken down by role.
- Working groups with clear terms of reference.
- A means by which any individual in the service can raise an idea, propose a change to an existing policy, etc. via a generic business case, and receive a formal response.
- Improved provision of data, as per recipients' needs, and the monitoring of performance and risk across all areas/teams within the service.
- Supporting frameworks, such as the Performance Management Framework, Risk Management Framework and Service Documentation Framework.

Fire legislation and acts

We have statutory responsibilities laid down in legislation to provide an effective, economic and efficient fire and rescue service. These are:

- Fire and Rescue Services Act 2004.
- Civil Contingencies Act 2004.
- Regulatory Reform (Fire Safety) Order 2005.
- Local Government Act 1999.
- Localism Act 2011.
- Fire and Rescue National Framework for England 2018.

Localism Act 2011

The Localism Act 2011 requires local authorities to:

- **Promote and maintain high standards of conduct by their members and co-opted members.** In response SCC has drawn up a [Member Code of Conduct](#) that is both clear and relevant.
- **Publish remuneration policies.** [The localism and transparency page](#) of the SCC website provides a range of documents relating to pay, including Pay Policy Statement, Equal Pay Policy Statement and transparency data

How the service manages risk and business continuity

[Surrey's Local Resilience Forum \(LRF\)](#) brings together all partners with a significant role to play in responding to and recovering from emergencies and was formed to meet the requirements of the Civil Contingencies Act 2004. The LRF has the responsibility to plan and prepare for local incidents and large-scale emergencies as well as identifying potential risks.

To prevent or mitigate the impact of any incident within our communities, the Surrey LRF produces emergency plans and assures these are reviewed and exercised throughout the year. The LRF delivers a compilation of agreed risk profiles for the area, through a Community Risk Register (see below) as well as encouraging a systematic, planned and co-ordinated approach for the agencies that need to respond. This addresses all aspects of policy in relation to:

- risk,
- planning for emergencies and business continuity management,
- publishing information about risk assessments and plans,
- arrangements to warn and inform the public,
- other aspects of civil protection duty (including the promotion of business continuity management by local authorities).

[Surrey Community Risk Register \(PDF\)](#) has been created to provide public information about the hazards that exist within the county and the control measures that are in place to mitigate their impact. The register has been published in response to the Civil Contingencies Act 2004 and is reflective of the National Risk Register; further information can be accessed through the UK resilience website.

Emergency management and business continuity policy

The Civil Contingencies Act 2004 places a duty on the service to put in place business continuity arrangements to enable core functions to be maintained in the face of a serious and/or widespread disruptive event, including disruption to services during an emergency. You can download our [Business Continuity Policy \(PDF\)](#).

The [Corporate Resilience Policy \(PDF\)](#) ensures that SCC has a planning process in place that encompasses anticipation, assessment, prevention and preparation to deal with rapid increased demands for services caused by emergencies.

Emergency planning

Fire and rescue authorities are 'category 1 responders' under the [Civil Contingencies Act 2004](#). This means they are subject to the full set of civil protection duties, including assessing the risk of emergencies happening (ranging from widespread flooding to terrorist attacks) and using this to inform contingency planning. Fire and rescue authorities must ensure that emergency plans and business continuity management arrangements are in place, exercised and able to be initiated, when required, to maintain business critical functions, such as our support to vulnerable residents and our ability to handle 999 calls.

Chemical, biological, radiological and nuclear hazards

[The Fire and Rescue Service Emergencies \(England\) Order 2007](#) requires fire and rescue authorities, where provision of resources has been made by central

government, to respond to incidents, both within and outside the authority area, involving chemical, biological, radiological and nuclear hazards and urban search and rescue.

National Mutual Assistance Protocol and the Fire and Rescue Act 2004, Section 13 and 16 Agreements

These require all fire and rescue authorities to make a reasonable response to requests for assistance in relation to any emergency outside their area. We have arrangements in place for mutual aid with all neighbouring fire and rescue authorities to improve resilience and capacity in bordering areas.

DRAFT

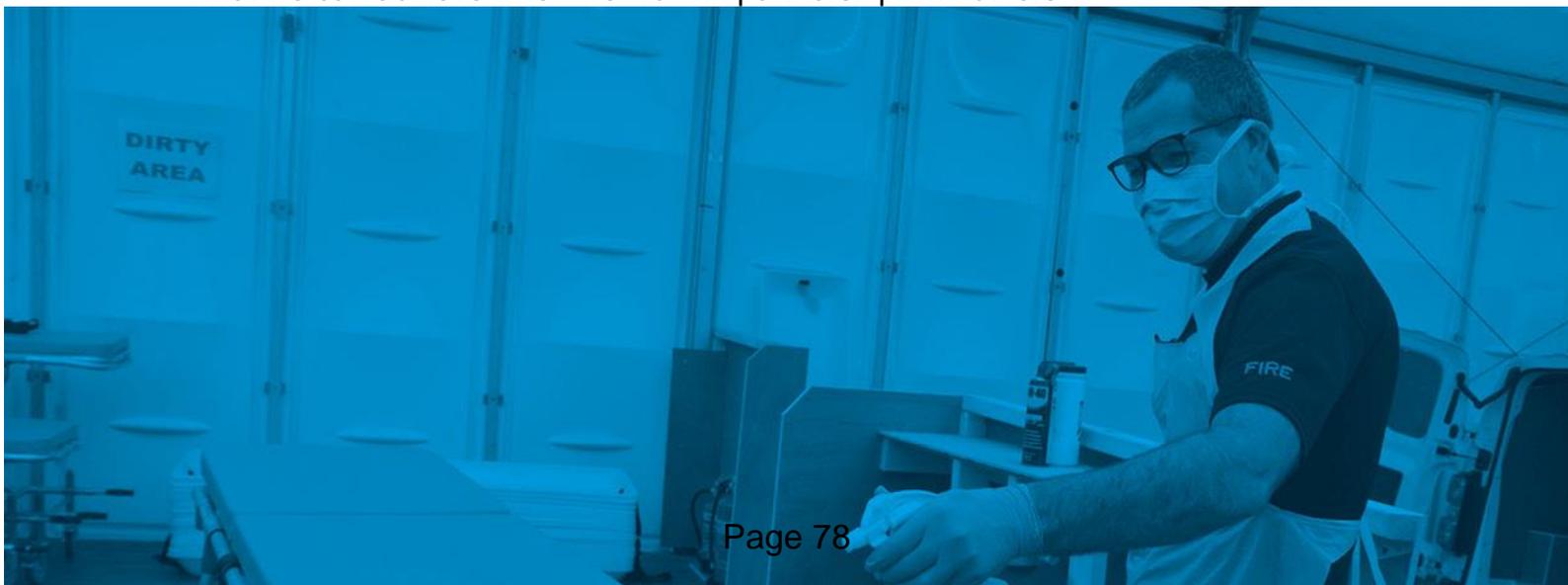
Response to the Covid-19 pandemic

As an emergency service and as part of the CPG, we have been at the forefront of the partnership response to the Covid-19 pandemic, led by our Chief Fire Officer in his role as the chair of the LRF. The role of the LRF is to co-ordinate the multi-agency, major incident response to protect the residents of Surrey from the impacts of the pandemic, while maintaining the benefits we have seen with communities coming together to help themselves and their neighbours. Although we are in unprecedented times, it is essential that we also continue our normal duties as a LRF. This guarantees that the LRF can operate effectively as a collective body, managing an agreed programme of work, ensuring that staff are trained and that plans tested and reviewed periodically.

Activities:

- Staff and Volunteers supported the temporary mortuary facilities, including facilities established at the service headquarters. All new volunteers were pre-screened by Occupational Health and undertook manual handling training as well as induction training at the Surrey University and Headley Court sites.
- Business Support staff were trained at the back up Control Centre to give additional resource, if required, to the service's Joint Fire Control.
- Staff and Volunteers were key members of the LRF response cells such as the Personal Protective Equipment and Logistics cell where we proved vital in the initial response and delivery.
- We also supported the Vulnerable People Cell by reaching out to the vulnerable people in our community and providing food parcels and medicines where required.
- The SFRS Incident Management Team (IMT) has provided support to the testing cell by collating information on SFRS staff who either had Covid-19 symptoms, were self-isolating or shielding as per NHS guidance. They also provided returns for the NFCC.
- The IMT are the single point of contact for Test and Trace if a frontline member of staff has been identified as being in contact with a positive case.
- The service was one of the first fire and rescue services in the country to enable staff access to key worker testing and are supporting the lessons learnt work being conducted by the NFCC and partners.
- Members of staff completed training delivered by South East Coast Ambulance Service (SECamb) in preparation for potential roles as Ambulance Assistants.

We are very proud of our response during this national crisis and how it demonstrates what we can achieve when we work in partnership with others.



Operational assurance

Each fire and rescue authority must provide assurance that they are meeting their statutory responsibilities and are delivering the strategies set out in their Integrated Risk Management Plan (IRMP).

Our plan is called "[Making Surrey Safer - Our plan for 2020-2023](#)" and it is our long-term, risk-based business strategy which outlines our future aims and priorities. It is our response to the risks in Surrey that we have identified and analysed in our Community Risk Profile. It sets out our understanding and analysis of risks in relation to the fire and rescue service's activity, enabling us to establish our expected operational response standard and plan our response to a predicted level and type of incident. Importantly, it shows where we need to undertake community prevention and protection activities to prevent incidents from happening in the first place.

Our plan aims to transform the service to meet the needs, and manage the risks, that we will face throughout the county, now and in the future. We want to make sure we position firefighters and resources where they can have the greatest impact in an emergency and use our expertise in prevention to stop incidents in the first place. You can also find out more about [how we developed our plan](#) and [how we respond to emergencies](#).

Under the Equality Act 2010 all public sector organisations must consider the impact of each of their policy decisions on different 'protected characteristic' groups. To help us do this, we undertake Equality Impact Assessments (EIAs). The purpose of an EIA is to ensure our services are effective, efficient and fair. They help us to make sure that, as far as possible, any negative consequences are understood and mitigated and opportunities for promoting fairness and respect are maximised. We assessed the impact on different groups of the policies set out in our Making Surrey Safer Plan using this process [Equality Impact Assessment](#). Our EIAs have been reviewed and revised, following impacts of Covid-19. These will continue to be reviewed as the service recovers and returns to business as usual.

Surrey Fire and Rescue Service's Making Surrey Safer Plan

Greater community resilience

We have recognised that the demographics of Surrey are changing, as well as how people work and live their lives. The 3% increase in residents over the last five years is a trend we expect to see continue.

In our Making Surrey Safer Plan, we have refocused our priorities from responding to emergencies to creating more safe and resilient communities. This supports SCC's 2030 vision which is aimed at ensuring wellbeing and prosperity for the county and our residents through positive interventions and support for those most in need.

Our approach to community resilience focuses on our four core safety strands:



People



Places



Premises



Products

To do this, we are investing heavily in our Community and Business Safety Teams. We work in partnership with schools, businesses and community groups to support our residents based around a 'lifelong learning' pathway. This identifies and works with people who are dependent on others and those most vulnerable or at risk to enable them and those who look after them to enjoy safe and fulfilling lives.

We will also continue to focus on driver safety initiatives. This includes our Safe Drive Stay Alive initiative to equip our young, aspiring drivers to travel safely on the busy road networks throughout the county. Between April 2109 and April 2020, we engaged with 10,322 students aged 13-17 years old to educate them on the importance of road safety.

Prevention is better than cure, therefore the more protection work we do, the safer the buildings are to live and work within. While this work involves ensuring safety regulations are followed, we equally want to engage in business forums, such as the Chambers of Commerce, to promote simple measures that ensure the Surrey economy remains strong and productive. This also supports safe living and the investment in our business communities where we shop, spend time relaxing and socialising.



By ensuring we have the right allocation of resources to meet the needs of Surrey, we are able to reinvest in prevention and protection activities. As part of this work our firefighters undertake prevention activities as well as ensuring they continue to respond if an emergency occurs.

Response

In accordance with the Fire and Rescue Services Act of 2004, there are four key responsibilities we must ensure we provide for, which are:

- Protecting life and property in the event of fires in our area.
- Extinguishing fires in our area.
- Rescuing and protecting people in the event of a road traffic collision.
- Rescuing and protecting people in the event of other emergencies.

Other emergencies can include, but are not limited to, natural disasters such as flooding, incidents arising from acts of terrorism, hazardous materials incidents, transportation incidents, and in times of declared National Emergencies (such as the Covid-19 pandemic), where we may support our LRF as a Category 1 Responder, in accordance with the Civil Contingencies Act of 2004.

Response data

Between April 2019 to April 2020 our average time to arrive at incidents was 7 mins 53 secs. This is against a target of the first fire engine attending, on average, within 10 mins.

During the same time period and a result of our prevention and protection work:



During 2019/20 we carried out 4,823 Safe and Well Visits (previously known Home Fire Safety Checks).



The number of fires where no smoke detector was present has reduced by 33% (154 to 104).



Accidental dwelling fires reduced by 17% (543 to 451). The number of injuries from them declined by 17% (35 to 29).



We attended 4,850 false alarms; this is a 6% reduction. Our Business Safety Team is working to reduce this further.



We undertook 28 rescues from water.



The number of road traffic collisions we attended has reduced by 14% (1,129 to 1,048).

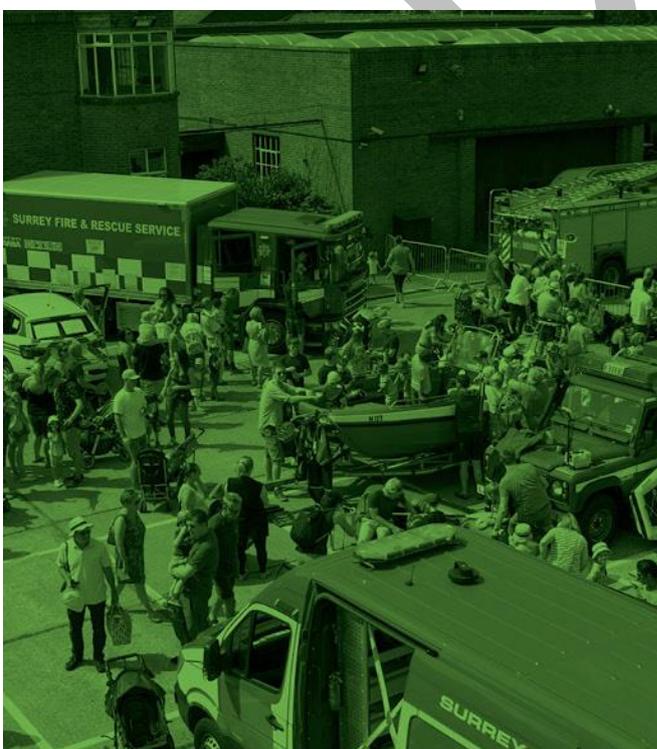
Since 2019 and in line with the NFCC recommendations, we have been moving away from Home Safety Checks. Instead we carry out Safe and Well visits which are broader. These cover elements of fire safety, slips, trips and falls, health and general wellbeing and doorstep scams. Moving forward as part of the Making Surrey Safer Plan these will be the standard visit to homes.

We responded to 737 deliberate fires in 2019/20, an increase of 7% (688). As a result we have enhanced our partnership working with others to tackle root causes and reduce this behaviour. This includes:

- The Fire Investigation Team working with Surrey Police Anti-Social Behaviour Team to help reduce the instances of arson and domestic illegal burning.
- Partnering with the Local Authority Environmental Health team to tackle commercial illegal burning.
- Working with Surrey Police Serious Organised Crime Teams to reduce instances of stolen vehicles being set on fire.

In total, Surrey Fire and Rescue Service responded to 2,867 fire calls in 2019/20. Sadly, seven of these incidents resulted in fatalities. Of these, five were accidental (some of which are pending an outcome of Coroner's inquest and may not be fire related). All the fatalities were vulnerable adults.

When fatalities occur our Fire Investigation Team ensures that they are investigated thoroughly in partnership with Surrey Police. We have a Serious Incident Process that will collate and understand the incident information, key risks and ensure that any potential prevention work is highlighted. The most important factor in reducing fire deaths in Surrey is the vulnerability of the individual to fire. The key intervention strategy is to reduce the risk of accidental fires occurring in the first place through prevention work such as Safe and Well Visits. We also continue to develop closer working relationships with Adult Social Care to help us identify vulnerable people in Surrey.



Our people

Our people are our greatest asset and they are at the heart of what we do. Particularly during Covid-19 and our response to the pandemic, our people in all departments have shown their adaptability and willingness to go the extra mile for our county.

Without having an engaged, motivated and resilient workforce we will be unable to achieve our vision to make Surrey a safer place to live, work, travel and do business.

We want SFRS to continue to be a great place to work and to help our workforce to become more resilient and diverse. We are working to develop skills and maximise wellbeing at work. Due to the increasingly diverse demands of a fire and rescue service, we are working to improve the culture of our service and the way we work in order to meet these requirements.

We believe that the approach to our people, alongside the other changes we are making, will have a profound and positive impact on SFRS. These changes will of course take time and commitment to embed.

We recognise that health and wellbeing is not an optional extra. Supporting our staff to be physically and mentally healthy not only forms part of our legal responsibilities, and makes good organisational sense, it is also the right thing to do for our people who are working to protect our communities.

We offer a range of services to support all employees to maintain healthy lifestyles. These include access to a comprehensive Occupational Health Service, Employee Assistance Programme, The Fire Fighters Charity and MIND's Blue Light Programme.



We have a network of Wellbeing Champions who are all volunteers from throughout the service who play a vital part in our wellbeing approach. All our Wellbeing Champions have received 'peer support' training provided by MIND's Blue Light Programme equipping them with the skills, knowledge and understanding of techniques that can be used to support their colleagues for those times when their wellbeing may be suffering, along with helping raise awareness and encourage people to talk about their wellbeing.

We have developed a policy on fitness that requires operational firefighters to undergo annual fitness testing. Fitness testing results are monitored by the Occupational Health, Safety and Wellbeing Working Group.

Volunteers

We have, for several years, recruited and developed volunteers to help deliver services particularly around delivery of Home Fire Safety Visits and now Safe and Well Visits. They have and continue to provide targeted interventions to vulnerable people in their own homes to ensure they can continue to enjoy living safely in Surrey.

No greater example of volunteering can be found than during the Covid-19 pandemic where our volunteers went above and beyond in leading and supporting the

management, distribution and delivery of PPE and food parcels to care homes and people shielding during the most contagious stages.

Our volunteers also help at fire station open days and can be found promoting safety with Surrey Police at the Surrey County Show. Our Community Safety Team will be expanding volunteering further into local communities engaging with farmers and land managers to become first responders when environmental impacts such as flooding, and wildfire occur. These volunteers will work with us to plan, prevent and prepare for these major impacts and build back better when they do occur. As a service we are deeply appreciative of the hard work undertaken by our volunteers.

Equality, diversity and inclusion

Our ambition is for our workforce to be more representative of the diverse communities within Surrey. We are passionate in our belief that a diverse workforce will enable us to deliver a better service and make Surrey even safer. We have therefore committed to a wide-ranging positive action initiative, aiming to attract candidates from diverse groups to join and stay with our service. We hope this will better equip us to meet the specific needs of the communities we serve.

The Public Sector Equality Duty set out in the [Equality Act 2010](#) requires public bodies to consider all individuals when carrying out their day-to-day work but our vision is that everyone representing the service will be an ambassador of equality, diversity and inclusion.

As part of our People Strategy we will focus on promoting equality, diversity and inclusion, understanding our communities requirements, deliver high quality and inclusive services. Throughout all of this we want to foster a positive, inclusive and diverse culture.

Health and safety

The Health and Safety Team ensure SFRS takes due care of the health, safety and wellbeing of employees and people who may be affected by its operations. The Health, Safety and Wellbeing Performance Plan includes key performance indicators and targets which are monitored by the Occupational Health, Safety and Wellbeing Working Group. We train our staff to a high level and pride ourselves on our high safety culture.

Leadership development

The development of outstanding leadership skills, knowledge and capacity across all levels, will be supported by training that includes mentoring, talent management, people development programmes, e-learning and joint training.

We are the first fire and rescue service in the UK to offer membership to all employees for the Institute for Fire Engineers. This is an acknowledgment of professional skills from an international organisation of fire professionals, recognising competence, commitment and expertise.



Service performance

We produce a performance highlight report each year which gives information on, amongst other things, the number and types of incidents that we attend, how quickly we respond and the number of Safe and Well Visits we complete. You can view these reports here – [Surrey Fire and Rescue Tableau](#).

In addition to the data we collect on responses to incidents and fire safety activities (for both businesses and the community) we gather information about our performance from a range of other sources.

Residents' survey

The county council and Surrey Police jointly commission residents' surveys to regularly check public satisfaction with public services, gather views on local issues affecting quality of life and track change over time. SFRS has achieved the best ranking of all the county council services for over the last two years.

Benchmarking - Family Group 4

SFRS is a member of a benchmarking group, Family Group 4, made up of 14 fire and rescue authorities in England and Wales. Every quarter, each member authority submits data on performance. This is then fed back in the form of a benchmarking report which enables us to see how we are performing compared with the other authorities.

Station assurance visits

Station assurance visits are one of the ways in which we can highlight areas of operational best practice and learning by introducing a standard and consistent approach to measuring performance. The outcomes are used to show evidence of improvement, to implement corrective action, and to reduce/limit operational risk.

Operational policy and assurance

The Operational Policy and Assurance team collates examples of best practice and identified learning to improve the operational knowledge, understanding and procedures of SFRS. This is done through gathering and monitoring operational performance information from local and national sources. SFRS supports the NFCC Central Programme Office. Where learning has been identified locally that may be of interest to other fire and rescue services the National Operational Learning platform is utilised.

Assurance and improvement

Our Making Surrey Safer Plan has been created to meet the risks of the community, which is in line with the NFCC, and to transform the service to meet the HMICFRS recommendations.



NFCC
National Fire
Chiefs Council

The plan was created from a detailed risk analysis, using a range of information for fire and rescue cover in Surrey, including:

- Data about 999 calls over the past five years.
- Predictive data which shows us where those at highest risk are in Surrey.
- Local and national statistics about fires and other emergencies.



Brunel
University
London

Our desire is to continually assess our progress and improve our services to the residents and businesses of Surrey, so we approached the College of Business, Arts and Social Science (CBASS) at London's Brunel University. We requested them to review our Transformation Programme and for them, as an external body, to assure the plans to support the delivery of Making Surrey Safer Plan. They concluded:

"Overall we are very satisfied that there is a robust data model that underpins the transformation plan. The plan as presented stands on firm ground."

We are delivering the Making Surrey Safer Plan in phases. Our entire approach is about the use of data and evidence to inform our decision making so we know it will deliver the right outcomes for our residents. Phase 1 took place in April when we changed the night and daytime cover at some stations and began our investment in prevention and protection activities. Phase 2 was due to be delivered in October and this involved further changes to night-time response cover. We have now asked Brunel to assure our plans for Phase 2 given the extraordinary events of the last few months and the changes as a result of the Grenfell enquiry.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Inspection

In July 2017, HMICFRS extended its remit to include inspections of England's fire and rescue services.

The [first inspection](#) of the service identified some significant issues and challenges that we needed to address. How we will do this is set out in the Making Surrey Safer Plan. When HMICFRS revisited in September 2019, they found "significant progress" had been made in several areas since the previous inspection. Their findings are outlined the [Surrey Fire and Rescue Service second revisit 2018/19 revisit letter](#).



They praised the Making Surrey Safer Plan and described it as a "comprehensive and evidence-based assessment of risk, with considered options".

They “found appropriate governance structures both within the service and through Surrey County Council which provide scrutiny of progress.” They also commended the service on setting up an advisory group to provide assurance to and challenge SLT throughout the implementation of the plan.

They recognised that considerable work has been carried out in relation to ensuring there is better management of overtime. The inspectors said there are now effective controls in place.

Future development

HMICFRS also recognised several areas for continued focus and development:

Communications

We also recognise that we need to be more proactive in our external communications and we have started a Customer Interface Project which will address the concerns around communications to the public.

Diversity

We need to do more to attract and recruit a more representative workforce. The service is now focusing on engagement with and encouraging women and BAME residents. This is to ensure that our workforce represents the communities that we serve.

On-call firefighters

Within Surrey we use a combination of wholetime and on-call staff to ensure the public are protected when emergencies occur. On-call firefighters are dedicated individuals who give above and beyond their normal workday to protect others.

HMICFRS in their report ‘State of Fire and Rescue 2019’ recognised on-call recruitment as a national issue. The HMICFRS inspection of Surrey specifically identified the need for SFRS to focus on retention and recruitment of on-call and emphasised its importance in their revisit letter.

In response we have create an on-call project, engaged with partners to gather best practice and invited views from ‘critical friends’; we also considered the national recommendations within the HMICFRS The State of Fire & Rescue Report and the Sir Ken Knight Report (Facing the Future 2013). We have also worked closely with the NFCC On-call Strategic Forum and On-call Working Group.

Availability

During April 2019 to April 2020, fire engine availability for both wholetime and on-call was a challenge for SFRS. We recruited 82 new wholetime firefighters and continue to recruit.

Summary

All improvements areas highlighted by HMICFRS have appropriate and positive actions incorporated into the improvement plan in order to drive forward our service transformation. HMICFRS will continue to monitor our progress and will return in 2020 for a Covid-19 themed inspection and in 2021 for a full inspection.

Collaboration and partnerships

Fire control projects

In January 2020 the transfer of East Sussex Fire and Rescue Service (ESFRS) mobilising arrangements to Surrey was approved at a meeting of East Sussex's Fire and Rescue Authority. This follows the successful transfer of West Sussex Fire and Rescue Service's 999 calls to Surrey's state of the art, tried and tested mobilising system in December 2019.

Control Operators will despatch firefighters and fire engines from ESFRS to emergencies in their county from the joint control room. The arrangement will further increase resilience and staffing numbers and is also likely to result in efficiency savings for the service.

This is another example of SFRS putting the Policing and Crime Act 2017 into practice by collaborating with others for the benefit of residents.

Other collaborations

Other successful collaborations include a joint Occupational Health and Wellbeing service being delivered across Surrey/Sussex Police forces and East Sussex Fire and Rescue Service and the future Integrated Transport function that will see the combined partnership with Surrey/Sussex Police East and West Sussex which will provide new and advanced joint vehicle workshop facilities to support our increasing range of vehicle and equipment needs for the future.

We work closely with all eleven district and borough councils within Surrey and with partners across multiple sectors to seek improved efficiency and effectiveness through collaboration and integration. We are proud to collaborate with many other groups and charities to support our staff and the wider community; in addition to those mentioned above we have worked with:



Your views matter

Your views are very important to us, we want to know what you think about us, our services and the way we deliver them.

We work hard to deliver quality services and we welcome feedback which enables us to improve our performance.

Feedback

You can contact us in writing or by telephone:

- **Write to us:** Surrey Fire and Rescue Service Headquarters, Croydon Road, Reigate, Surrey RH2 0EJ
- **Telephone:** 01737 242444
- **Email:** sfcontactqueries@surreycc.gov.uk

SCC has a process in place designed to help residents to make a comment on our service or register a compliment or complaint. Information is collected on complaints and compliments so that any themes or trends in what people are telling us can be identified.

If you would like this document in another language or format, or if you require the services of an interpreter please contact us by calling 0300 330 1000.



16 September 2020



Surrey Climate Change Strategy Progress Update

Purpose of report:

The purpose of the report is to provide the Communities, Environment and Highways Select Committee with an update on progress since the Surrey Climate Change Strategy was endorsed by Cabinet in April 2020.

Introduction:

1. The Surrey Climate Change Strategy (CCS) was endorsed at Cabinet in April 2020 following the declaration of a climate change emergency by Full Council in July 2019.
2. The CCS sets out the intended approach to delivering the Council's carbon reduction ambitions for the county over the next thirty years. It provides a joint framework for collaborative action across Surrey's 12 local authorities to reduce emissions to net zero between now and 2050.
3. The Strategy specifically commits Surrey County Council to reducing carbon emissions from its own corporate estate to net zero by 2030.
4. In the last four months officers have been developing a delivery approach for the CCS in accordance with a recommendation in the April Cabinet Report, as outlined below:

"the continued development of the actions contained within the strategy to identify clear ownership, appropriate levels of funding and a set of key performance indicators (KPIs) by 2021 that can provide for robust monitoring."
5. This report summarises the work carried out to date on this agenda and outlines future work streams. A draft delivery plan has been produced and will be available for discussion and input by the Select Committee after the Committee meeting.

Strategic approach to carbon reduction:

6. The CCS comprises of a number of carbon reduction targets which are broken down by sector, for example carbon emissions from transport in the county will be reduced by 60% by 2035. These targets are based upon research produced by Leeds University, which set out an emissions reduction pathway for each sector. The targets align with an approach which ensures that net zero carbon in Surrey is achieved by 2050, whilst staying within a quota of emissions calculated to ensure global temperature increases are kept within of 1.5 degrees Celsius.
7. The Council has commissioned consultants to do further work to produce a series of costed carbon reduction scenarios, which will demonstrate how the net zero targets for the council and the county can be achieved. Laser Energy are looking at Surrey County Council's emissions and will produce a set of scenarios which will show how the Council can achieve net zero carbon by 2030 along with a financial business case for each of these. Officers are commissioning a similar piece of work for the county wide emissions. This work is expected to be produced by November 2020 and will support members and the Strategic Climate Change Board in financial planning and an external investment strategy for the climate change agenda. It will also inform the KPIs and delivery approach which are currently being developed.

Delivery plan and Governance:

8. The CCS is a 30 year county-wide carbon reduction strategy, and as such, it has an extremely wide reaching scope. Carbon reduction activity is being, and will be, delivered by numerous service areas within the Council as well as by district and borough partners and other external partners. It is therefore necessary to have a detailed and sophisticated monitoring approach. Officers have produced a Sharepoint based dashboard which will monitor carbon reduction data at three levels:
 - **County wide emissions:** We have rebuilt the Leeds University emissions baseline model to enable us to track and report on our emissions annually. There is a two year lag on data provided by The Department for Business, Energy and Industrial Strategy (BEIS) which is why the Leeds report included modelled data for 2018 and 19. This means that, at a county wide level, any significant progress is unlikely to be seen for two years; however, we will track the actual data as a comparison to the modelled data.
 - **KPIs:** as part of the delivery plan we are developing a set of key performance indicators which will bridge the actions to the emissions

targets. These will be reported regularly in accordance with internal reporting requirements.

- **Project/programme level metrics:** There are a number of projects and programmes which are being delivered by SCC and by external partners which will result in carbon savings. An initial list is included below. Environment officers will support colleagues to quantify the carbon savings from their projects and to input progress data into the dashboard to enable us to see in real time the impacts of the actions that we are delivering.
9. The Climate Change delivery plan will be the public facing, summarised version of the CCS dashboard and will include the KPIs as well as a list of the projects and programmes.
 10. In order to effect change it is crucial that climate change is embedded within all of the decision- making processes at SCC. We have taken the following actions since the launch of the CCS:
 - Established an SCC **Strategic Climate Change Board** with officer representatives from each of the service areas across the Council and all teams responsible for data e.g. Insight, Business Intelligence and Strategic Commissioning. The Board is responsible for the climate change agenda and is chaired by the Executive Director for ETI.
 - Worked with Finance colleagues to see carbon assessments embedded in our business templates and financial systems.
 - Developed online training modules for all officers and members in climate change, once trialled these will be shared with colleagues in partner organisations.
 - Examined methods for embedding carbon assessments within democratic processes.
 - We are working with colleagues in relevant services to embed climate change within our commissioning and procurement processes.

Financing:

11. The Greener Futures Investment Programme was approved by Cabinet in March 2020 and sets out the Council's initial proposed investment programme to support the CCS from 2020 - 2025, representing an investment of approximately £297.2M. This investment plan is being reviewed as part of the reset to ensure that the schemes and programmes are still deliverable in the current climate as these scheme pre-date COVID-19.
12. A Climate Change Finance and Commissioning working group has been established in order to complete a Climate Change Finance Strategy to achieve the following;
 - Determine financial impact of the CCS and the potential for commercialising other secondary impacts e.g. health and wellbeing improvements

- Support services to scope financial impacts (revenue and capital) of climate change actions and to build these into budget planning
 - Explore green finance opportunities and emerging funding models
 - Determine a corporate approach to financial decisions which embeds climate change
 - Consider/Develop a financial mechanism, if required, for capturing offsetting payments in the County.
 - Test impact of greening SCC's procurement processes with supply chains
 - Explore wider greening options across different supply chains
 - Explore how climate change could be incorporated into the development of procurement strategies and tender evaluation models
 - Determine financial impact of greener procurement options
 - Develop performance models to measure the impact of green commitments
 - Develop recommendations for new Greener Futures Procurement policy
 - Develop synergy between Social Value and the CCS as part of a wider Procurement Strategy
13. Officers are preparing a climate change finance webinar in the autumn for members and officers from SCC and Surrey's district and borough councils.

Communications and engagement:

14. It is recognised that the targets in the CCS will not be achieved by the Council alone and that partnership work and support from Government is crucial. To date the CCS has been formally endorsed, or supported, by Reigate and Banstead BC, Surrey Police, Enterprise M3 LEP, Coast to Capital LEP and the Surrey Climate Change Commission.
15. Surrey's boroughs and district authorities are considered key delivery partners as all have set challenging carbon reduction targets and have a similar commitment to this agenda. In the last four months SCC has established a climate change officer network with representation from each of the boroughs and district climate change leads. This network is working to identify, and progress, joint delivery opportunities for which SCC is taking a leading and financing role. Current examples include LoCASE and the Green Homes LAD programme (more details included in Table 1 below).
16. In order to garner further support for this partnership approach, individual sessions have been carried out with the Cabinet Member for Environment and Climate Change and climate change officer leads at SCC and their counterparts at the boroughs and districts. To date we have met with eight of the eleven and are scheduling meetings with the remaining three in September. The meetings have all been positive and have galvanised a desire for joint work on this agenda.

17. As mentioned above, the success of the CCS hangs on the role of Government will play nationally in driving forward this agenda. Government's Net Zero Carbon strategy was expected in mid-2020 but has been delayed to 2021 due to COVID-19. The CCS outlines a number of Government asks and these have increased to include a number of asks relating to a green recovery from the pandemic. It is recognised that Surrey County Council, as a lone voice, is not particularly impactful and so officers have created a stakeholder map and strategy and have identified partners to join forces for the purpose of lobbying. Surrey has recently fed into an open letter to Government on a green recovery alongside a consortium of Local Authorities and NGOs led by ADEPT as well as a joint response on the Government's Tree Strategy, which was led by the County Council Network.
18. Engaging with residents on climate change is also extremely important and we are working with borough and districts and other partners, such as the Climate Change Commission, to ensure that our communication messages are joined up, positive and impactful. On World Environment Day, on 5 June, we launched the Surrey's Greener Future microsite www.surreysgreenerfuture.uk. The purpose of the microsite is to capture the opinions of residents and local businesses on climate change related topics to enable the co-design of programmes and projects to deliver on Surrey's net zero carbon ambition.
19. The site allows a space for residents to upload their thoughts and to allow discussions. Officers regularly review these discussions and produce a summary report which is circulated to relevant SCC teams and partners. Officers also respond to questions and discussions. In the first week that the microsite was live it was viewed almost 1000 times.
20. In order to provide residents with targeted information and signposting on how to reduce their individual carbon footprints the Council launched an interactive climate change graphic on 1 September. The graphic represents the carbon footprint of an average Surrey resident, with emissions broken down by transport (including flights), housing, food and consumer habits. The graphic was launched in Surrey Matters and is located on the SCC website.

Delivery:

21. A number of carbon reduction projects and programmes have been initiated or developed in the months since the CCS was endorsed. These programmes are listed in the table below. Further details about these are included within the draft delivery plan including actual and projected carbon savings, where known.

Sector	Project/programme	Description	Status
Organisation Emissions	Street lighting LED upgrade	Converting 89,000 streetlights to LED	In progress, due to be completed 21/22
	Carbon reduction scenarios for SCC	Laser have been commissioned to produce a number of costed scenarios which show how SCC can become a net zero Council by 2030	In progress, due to be completed by Oct 20
	Energy efficiency and low carbon measures on corporate estate	Identification and installation of quick win energy efficiency and low carbon measures to be installed in SCC properties working alongside L&P	Due to start October 2020
Transport and Air Quality	Active travel schemes	A number of active travel schemes have been developed across the county and funding is being sought from DfT	Awaiting funding decision
	DfT electric bus bids	We have submitted an £11M electric bus town bid for Farnham and surrounding communities and a further £1M bid to introduce extended range bus services on a number of routes	Awaiting funding decision
	Electric vehicle infrastructure strategy	KPMG has produced an electric vehicle infrastructure strategy to inform decisions about which technologies SCC should invest in, where charging points should be located and investment mechanisms.	Strategy is being finalised and will be published in Sept 20
	Electric Vehicle Charging Pilot Study	LEP & 4 x Borough funded trials for charging in town centres in Phase 1 and Residential areas in Phase 2	On-street charging bays implemented by Apr 21
	Local Transport Plan 4 (LTP4)	Consultants to review and refresh the LTP to focus on decarbonising the transport	Draft Apr 21 with full public

		sector emissions in Surrey along with other accompanying policies to promote active travel	consultation and approval by Dec 21
	Rethinking transport pilots	A number of Transformation funded pilots which explore solutions to reducing congestion and emissions from transport	Funded for 20/21
Energy generation	Renewable Energy Opportunity Framework (REOF)	Consultants will assess land and buildings owned by SCC, B&D partners and other public sector partners for suitability for renewable and low carbon technologies and will create a framework of costed scenarios.	In progress, consultants are being procured, work to be completed Mar 21
	Solar PV on SCC rooftops	The REOF will identify suitable roofs in the SCC estate for solar PV. Officers will develop a business case for capital funding and look to other funding opportunities.	See above
	5 MW solar PV array	The Trumps Farm closed landfill site has been identified as suitable for a 5MW solar PV array. The electricity will be sleeved to offset SCC's corporate electricity consumption	Business case is being developed. Installation expected 21/22
Housing and planning	Green Homes Local Authority Delivery (GH LAD)	Government funding is available for energy efficiency and low carbon measures for low income households living in in-efficient housing (EPC E,F,G). A consortium bid has been submitted and will be delivered by Action Surrey if successful. SCC is a named partner along with 10 of the B&Ds.	Funding bid submitted, response expected by end of Sept 20
	GH LAD top up fund	SCC has allocated £750k as a contribution to the GH LAD bid which will act as a top up for more costly measures such as solid wall insulation and air source heat pumps, which otherwise would not be	Funding approved subject to successful award of GH LAD fund

		covered by the Government funding due to cost.	
	Urban Design Strategy	The Surrey Futures Partnership is developing an Urban Design Strategy which will include a climate change guide to inform planning decisions. In addition, a Developers Forum is being established which will be a useful tool to influence decisions around development and environmental issues.	In progress
Buildings and infrastructure	Low Carbon in the South East (LoCASE)	An EU funded programme offering training and grants for energy efficiency and low carbon measures to SME businesses. Surrey to administer on behalf of B&Ds.	Funding awarded, expected to start Oct 2020
Waste, resources and circular economy	Reuse and food waste reduction campaigns	Resident focussed campaigns aimed at reducing waste at source through consumer behaviour and to increase the proportion of waste that is reused or recycled, including food waste.	SEP to deliver in 20/21
	Materials Recovery Facility (MRF)	A site has been identified for a MRF to improve quality of recyclates and reduce quantity of items going to landfill	Business case in development
Land use and food systems	Urban/highways tree planting	Sites to be suggested by divisional members and top up funding provided for tree planting in urban areas and along the highway.	In progress, planting to happen in 20/21 season
	New area of woodland	Officers to identify SCC land where 50,000 trees can be planted (cost of trees to be covered by the Woodland Carbon Code).	In progress, suitable areas of land are being considered
	Tree planting in flood plains	Tree planting and new woodland creation will be incorporated into the River Thames Scheme.	In progress, planting to take place over 5 year period

	Land Management Framework	A framework is being produced to ensure that decisions made by SCC and external partners in Surrey considers and maximised opportunities for a range of benefits including climate change mitigation and adaptation.	In progress, to be completed by March 21
Industry and green economy	Assessment of Surrey's green economy	Consultants will assess the ability of Surrey's green economy to meet the expected surge in energy efficiency and low carbon markets and will recommend how SCC can stimulate supply chains.	Expected Oct – March 21
	GH LAD (see above)		
	LoCASE (see above)		

Conclusions:

22. This report provides a summary of the activity which has taken place following the endorsement of the Surrey Climate Change Strategy. A number of carbon reduction projects and programmes are set out above and officers will continue to progress these and to capture carbon saving data.
23. Over the coming months officers will continue to develop detailed KPI's with relevant services and will undertake more in-depth analysis of costed reduction options to enable us to reduce our corporate and county wide carbon emissions. In addition, work will continue on the production of a climate change finance strategy.
24. This work will culminate in a delivery plan which will be published by the end of the year. The Chairman of this Select Committee has arranged for a private workshop to follow this meeting to discuss the delivery plan which is still in a draft form. It is proposed that the final draft is scrutinised in public at the November meeting of the Select Committee.

Recommendations:

25. The Communities, Environment and Highways Select Committee is recommended to:
- a) acknowledge the work which has been done following Cabinet's endorsement of the Surrey Climate Change Strategy in April 2020
 - b) agree to discuss the draft delivery plan after the committee meeting and provide recommendations.

Next steps:

26. Officers will continue to develop the climate change delivery plan which is due to be published before the end of the year.

Report contact: Katie Sargent, Environment Group Commissioning Manager, ETI

Contact details: 07754 387029

Sources/background papers:

Surrey's Climate Change Strategy

Climate Change Strategy Reporting Summary - August 2020

Theme	Ambition	Headline Target	Programme	Description	Status	Co - benefits	SCC - actual CO2e saved (tonnes p/a)	SCC - projected CO2e saved (tonnes p/a)	Countywide - actual CO2e saved (tonnes p/a)	Countywide - projected CO2e saved (tonnes p/a)	Total costs and SCC contribution (£000)	Total expenditure to date (£000)
Organisation emissions	Achieve net zero carbon local authorities that lead by example in promoting sustainable practices across their operations, estate, and vehicles.	Net zero carbon For Surrey's organisational emissions by 2030 or sooner	Street lighting LED conversion	Converting 89,000 street lights to LED	Ongoing, due to be completed 2022	SCC revenue savings from energy expenditure, minimising light pollution to residents		6,200		6,200		
Transport and air quality	Deliver and promote an integrated, accessible, affordable and reliable public and active (walking or cycling) transport system across the County, thereby reducing journeys and improving local air quality for improved health and wellbeing of our residents.	60% emissions reduction in the Transport sector by 2035 against BAU as a minimum.										
Energy generation	To support the national decarbonisation ambition by leading renewable energy generation expansion and bringing low carbon heating into Surrey homes through smart, decentralised systems.	15% of energy from solar PV by 2032.	Renewable energy from Eco Park	Renewable energy produced by anaerobic digestion plant and gasifier	Ongoing	SCC revenue savings from energy expenditure, positive example of energy from waste						
			Solar PV array	5MW solar PV array installation on Trumps Farm closed landfill site	Business case in development due for decision in Nov 2020	SCC revenue savings from energy expenditure, reduces reliance on national grid, positive RE message				2,150		
Housing and planning	To create low carbon, healthy homes for our residents that reduce emissions, have lower running costs and improve the wellbeing of our community.	66% emissions reduction in the domestic housing sector by 2035 against BAU as a minimum.	Green Homes Local Authority Delivery (GHLAD)	Government funding for energy efficiency and low carbon measures for low income households in poorly insulated homes	Subject to successful funding bid - decision in Oct 2020	Estimated savings from residents fuel bills of £160k p/a, reducing instances of fuel poverty, investing in Surrey's green economy				660		

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N/A

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Buildings and infrastructure	To drive forward the transition to a zero carbon built environment, through the pursuit of lower operational energy use, increased supply of renewable energy to Surrey's buildings and reduced embodied carbon – the GHG emissions associated with non-operational phases e.g. construction	61% emissions reduction across commercial and public buildings sector by 2035 against BAU as a minimum	Low Carbon in the South East (LoCASE)	An EU funded programme offering grants to SME businesses for energy efficiency and low carbon measures	Due to commence in Oct 2020 for three years	Revenue savings for SME businesses, investment in Surrey's green economy	900	G
Waste, resources and circular economy	Rethink our current approach to waste, to create a system centred on circular economy principles that seeks to prioritise the reduction of waste creation, encouraging innovative approaches to waste reutilisation and recycling - throwing away will become a last resort	70% of all local authority collected waste reused, composted or recycled by 2030						N/A
Land use and food systems	Develop a land use framework for Surrey focused on increasing accessible green spaces, woodland cover in appropriate locations in line with national targets and sustainable farming practices	1.2 million trees planted by 2030	New trees planted in 20/21	SCC to plant 50,000 trees in an area of new woodland in 20/21. CO2 savings are estimated across 40 year life of trees	Ongoing - suitable land to be identified	Improved biodiversity and habitat creation, improved air quality, better resilience to changing climate	12,500	A
Industry and green economy	Pursue the transition to clean growth, through the decarbonisation of all major sectors and investment in the development of clean technologies and industries that create jobs and improve the quality of life for our residents	56% emissions reduction across industry by 2035 against BAU as a minimum						N/A

Communities, Environment and Highways Select Committee

16 September 2020



Forward Work Programme and Recommendations and Actions Tracker

1. The Select Committee is asked to review its draft forward work programme and recommendations and actions tracker which is attached.

Recommendations:

- That the Select Committee reviews the attached forward work programme and recommendations tracker and makes suggestions for additions or amendments as appropriate.

Next Steps:

The Select Committee will review its forward work programme and recommendations and actions tracker at each of its meetings.

Report contact: Ross Pike, Committees Business Manager

Contact details: 020 8541 7368, ross.pike@surreycc.gov.uk

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Communities, Environment and Highways Select Committee

Forward Work Programme

2020/21

Date of Meeting	Scrutiny Topic	Description	Outcome	Responsible Cabinet Member & Lead Officer
25 November 2020	Climate Change Delivery Plan	For the Committee to scrutinise the final plan in public	Committee satisfied that the delivery plan meets the ambitions set out in the council's climate strategy.	Natalie Bramhall, Cabinet Member for Environment & Climate Change Carolyn McKenzie, Director for Environment
15 December 2020	Initial Budget Scrutiny of ETI Budget Proposals for 2021/22	Scrutiny of the Directorate's draft budget plans	Test budget plans and priorities on the basis of risk and value.	Natalie Bramhall, Cabinet Member for Environment & Climate Change, Denise Turner-Stewart, Cabinet Member for Communities, Matt Furniss, Cabinet Member for Transport
Items to be Scheduled				
2021	How the Council plans for infrastructure investment including bidding for funds	Potential task group to understand how current council processes and identify any areas for improvement	Greater understanding of current processes strengths and weaknesses. Possible recommendations to improve capability to Cabinet	Colin Kemp, Deputy Leader

Communities, Environment and Highways Select Committee

Forward Work Programme

2020/21

TBC	Future Bus Strategy	<i>In development</i>		<p>Matt Furniss, Cabinet Member for Transport</p> <p>Paul Millin, Strategic Transport Group Manager</p>
TBC	Transport for the South East	This is a regional body undertaking work to develop a strategic, integrated transport system in the south east. This has potential impacts for Surrey's economy, environment and society.		<p>Colin Kemp, Deputy Leader of the Council</p> <p>Katie Stewart, Executive Director – Environment, Transport and Infrastructure</p>
TBC	Road safety in Surrey	Quantification of statistic of traffic-related deaths in Surrey to determine scope for potential scrutiny.		<p>Matt Furniss, Cabinet Member for Transport</p> <p>Katie Stewart, Executive Director – Environment, Transport and Infrastructure</p>
TBC	Surrey Environmental Partnership new climate plan	<i>In development</i>		Katie Stewart, Executive Director – Environment, Transport and Infrastructure
2021	Highways maintenance contract	A Member Reference Group has been reviewing and offering views on the council's plans for a new contract.	The final options would be scrutinised by the Committee.	<p>Matt Furniss, Cabinet Member for Transport</p> <p>Lucy Monie, Director –</p>

Communities, Environment and Highways Select Committee

Forward Work Programme

2020/21

				Infrastructure & Delivery
	Countryside Use and Rights of Way	<i>In development</i>		
	Countryside Estate	The Select Committee to review the implementation of the Cabinet decision mid-2021.		
Task Groups				
To complete on Cabinet Decision	Highways Maintenance Contract	To scrutinise, challenge and validate officers' recommendations as to what the optimal model and performance measurements for the future Highways Core Maintenance Contract will be upon re-procurement in 2021, taking into consideration quality of delivery and value for money.	The design work for the contract will have implications on the maintenance of the road network of Surrey. Designing a contract which delivers the best value for money will have significant benefits to Surrey.	John O'Reilly, John Furey, Ken Gulati, Andy Macleod, Keith Witham
TBC	Waste Commissioning Strategy Reference Group	To offer feedback and challenge on the development of the strategy to officers and the Cabinet Member	The final strategy has had input from scrutineers amplifying residents' voices	Mike Goodman, Ken Gulati, Fiona White, Jonathan Essex, Andy Macleod (Chair), John

Communities, Environment and Highways Select Committee Forward Work Programme 2020/21

				O'Reilly (ex-officio)
TBC	Eco Park	Scoping for potential task group.		
March 2021 - TBC	Land Use Strategy	Scoping for a potential task group to support the development of the Council's Land Use Strategy, due for completion in March 2021.		

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

**COMMUNITIES, ENVIRONMENT AND HIGHWAYS SELECT COMMITTEE
ACTIONS AND RECOMMENDATIONS TRACKER
SEPTEMBER 2020**

The actions and recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

KEY			
	No Progress Reported	Action In Progress	Action Completed

Meeting	Item	Recommendations/ Actions	Update/ Response	Responsible Officer/ Member
23 January 2020	Scrutiny of Revenue and Capital Budget 2020/2021 [Item 5]	<p>i. For the Cabinet Member for Transport to share information with the Committee regarding the following, once it became available:</p> <ul style="list-style-type: none"> a) £68 million for 'other' in the pipeline and approximately £30 million for corporate asset programmes b) Breakdown of the £84 million for greener futures c) Break down of overall capital programme called 'brief summary' 	<p>Information requested. The Cabinet Member is preparing a response.</p> <ul style="list-style-type: none"> a) A breakdown of the £68m included in the pipeline for the February 2020 approved budgets has been circulated to the Select Committee. b) A breakdown of the £84m for Greener Futures has been circulated to the Select Committee. c) Information requested. The Strategic Finance Business Partner (Corporate) is preparing a response. 	<p>Matt Furniss, Cabinet Member for Transport</p> <p>Mark Hak-Sanders, Strategic Finance Business Partner (Corporate)</p>
		<p>ii. Written response detailing areas under the Committee's remit where savings had not been achieved in the current financial year.</p>	<p>Information requested. The Strategic Finance Business Partner is preparing a response.</p>	<p>Tony Orzieri, Strategic Finance Business Partner</p>

		<p>iii. For the Committee to be part of the process of stipulating what the criteria and scope would be for the community investment fund.</p>	<p>A Task Group was convened to steer the working group in generating a clear 'Guide to the Community Project Fund' which outlines the criteria for individuals, groups and strategic bodies to put forward bids into the fund.</p>	
<p>24 MARCH 2020</p>	<p>Update on Council Climate Emergency Response [Item 4]</p>	<p>i. The Strategic Transport Group Manager to send Members relevant contact details regarding funding for local community-led bus services.</p>	<p>"If a local community wishes to contact the county council to discuss the development of a local community bus service, our lead Officer is Cassandra Brewer. Cassandra leads our community transport work and has key contacts with borough /district, community and third sector schemes already established. Cassandra is able to help with advice, provide points of reference and contacts with existing schemes as examples of good practise so that communities can consider what might be best for local transport services in their area.</p> <p>In the first instance, the most effective way to contact Cassandra would be by email:</p> <p>Cassandra.brewer@surreycc.gov.uk "</p>	<p>i. Paul Millin, Strategic Transport Group Manager</p>

		ii. The Climate Change Project Manager to share with members the relevant governance document for the council's climate change strategy.	Information requested.	ii. Esme Stallard, Climate Change Project Manager
		iii. That the Committee investigates avenues for joint scrutiny with district and borough councils to review the impact of the climate strategy and continue its development.		
	Countryside Estate [Item 5]	i. The Cabinet Member for Communities to circulate to members information and examples of successful established contributions schemes in other organisations.	Information requested. The Cabinet Member is preparing a response.	Denise Turner-Stewart, Cabinet Member for Communities
		ii. The Select Committee to review the implementation of the Cabinet decision mid-21.	This has been added to the Select Committee's Forward Work Programme.	The Select Committee
	Recommendations Tracker and Forward Work Programme [Item 6]	i. The Committees Business Manager to look at the timescale of the scrutiny of the fire service pension fund led by the Local Firefighters Pension Board.		The Committees Business Manager
18 JUNE 2020	Environment, Transport and Infrastructure	i. The Cabinet Member for Transport to provide the Committee with information on what percentage of	Information requested. The Cabinet Member is preparing a response.	Matt Furniss, Cabinet Member for Transport.

<p>Directorate Response to Coronavirus [Item 5]</p>	<p>buses are operating at a business as usual timetable.</p>		
<p>Waste Commissioning Strategy [Item 6]</p>	<p>i. The Cabinet Member considers the development of Surrey based infrastructure to deal with residual, food waste and composting as part of the Waste Commissioning Strategy setting out reasons why or why not it should be commissioned.</p>	<p>"I should like to confirm to the Chairman of the Committee that their recommendations will be taken into consideration as previously agreed."</p>	<p>Natalie Bramhall, Cabinet Member for Environment and Climate Change.</p>
	<p>ii. That the Cabinet Member provide assurances that the recommendations made by the CRC Task Group in September 2019 are inputted into the development of the new Waste Commissioning Strategy.</p>	<p>"We now have a Project Manager in post who is pulling together the full programme of work which will provide a more detailed timetable for the work on the strategy. We will be able to share this with the Committee at their next meeting."</p>	<p>Natalie Bramhall, Cabinet Member for Environment and Climate Change.</p>
	<p>iii. The Select Committee will convene a Member Reference Group to offer feedback and challenge to officers on the development of the strategy. Membership: Andy Macleod (Chair), Mike Gidman, Ken Gulati, Fiona White, Jonathan Essex, John O'Reilly (ex-officio).</p>	<p>The final strategy has had input from scrutineers amplifying residents' voices.</p>	<p>The Select Committee</p>
<p>Recommendations Tracker and Forward Work Programme</p>	<p>i. The Select Committee to convene a task group to support the</p>		

	[Item 8]	development of the Council's Land Use Strategy, due for completion in March 2021.	This has been added to the Select Committee's Forward Work Programme.	
		<ul style="list-style-type: none"> i. The Committee requested the following topics to be developed for future meetings of the Select Committee: <ul style="list-style-type: none"> a. Countryside and Rights of Way; b. Highways Capital Investment as agreed by the Council. 	These topics have been added to the Select Committee's Forward Work Programme.	

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