

# SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY

27 NOVEMBER 2017

PRESENT: Councillor L Burgess (Chair)  
Councillor A Atkin (Vice-Chair)  
Councillors: S Ayris, A Buckley, M Clements, T Damms,  
P Haith, C Hogarth, C Rosling-Josephs, M Maroof,  
C Ransome, J Satur and Dr A Billings

CFO J Courtney, DCFO M Blunden, S Booth, AM T Carlin,  
SM C Mee, M Wood, T Tranter and P Jones  
(South Yorkshire Fire & Rescue Service)

A Frosdick and I Rooth (Barnsley MBC)

M McCarthy, L Noble, R Bywater and M McCoole  
(Joint Authorities Governance Unit)

Apologies for absence were received from D Terris, A Brown,  
N Copley and M Buttery

## 1 APOLOGIES

Apologies for absence were noted as above.

## 2 ANNOUNCEMENTS

None.

## 3 URGENT ITEMS

None.

## 4 ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS

RESOLVED – That the following agenda items be considered in the absence of the public and press:-

Item 24 'Stronger Safer Communities Reserve Round 3'.

Item 25 'Contingency Arrangements Update'.

## 5 DECLARATIONS OF INTEREST BY INDIVIDUAL MEMBERS IN RELATION TO ANY ITEM OF BUSINESS ON THE AGENDA

None.

6 REPORTS BY MEMBERS

Councillor Satur had attended the Safer Sustainable Communities Partnership Board held on 21 November 2017, which had discussed domestic homicide and the review of the guidance.

Councillor Clements had recently visited Barnsley Fire Station with Dan Jarvis MP; he looked forward to the replacement of Barnsley Fire Station through the Capital Programme.

Councillor Atkin wished to congratulate Russ Paramore, who had recently attended the Business Continuity Institute International Global Awards Event where he had been presented with the Continuity and Resilience Professional (Public Sector) 2017 Award. He expressed his thanks and congratulations to one of the ladies and the Dearne 2 Team who had recently won awards in recognition of the work undertaken on the Princes Trust. Members were invited to attend the Presentation Event for the latest Barnsley Princes Trust Team on 13 December 2017 at 2pm at Barnsley Town Hall. Councillor Atkin also wished SYFR's Communications Team every success at the national Fire in Excellence Awards Ceremony in London on 8 December 2017.

Councillor Burgess had recently visited Barnsley Fire Station with Councillor Clements and Dan Jarvis MP, and she had also visited Rivelin Fire Station with CFO Courtney, which had proved to be a very useful session with the firefighters.

RESOLVED – That the reports be noted.

7 RECEIPT OF PETITIONS

None.

8 TO RECEIVE ANY QUESTIONS OR COMMUNICATIONS FROM THE PUBLIC, OR COMMUNICATIONS SUBMITTED BY THE CHAIR OR THE CLERK AND TO PASS SUCH RESOLUTIONS THEREON AS THE STANDING ORDERS PERMIT AND AS MAY BE DEEMED EXPEDIENT

None.

9 REALISTIC FIRE TRAINING - PRESENTATION

The Authority received a presentation on Realistic Fire Training, from AM T Carlin and SM C Mee. Members noted the following key points:-

- Realistic Fire Training involved the lighting of controllable fires in pre-demolition housing stock to provide a realistic training scenario for operational fire crews.
- A report entitled 'Firefighter Fatalities at Fires in the UK: 2004-13: Voices from the Fire-Ground' by Andrew Watterson, had reported a total of 6 firefighter deaths at fires in England between 1993/94 and 2003/04, which had doubled to 13 firefighter deaths between 2004/05 to 2013/14. The report

had stated that fire and rescue services should ensure that there was relevant, realistic, revised and regular training to include the means to ensure that there was relevant 'comprehensive' experience where possible for firefighters on incident command.

- BMBC Regulatory Services, BMBC Housing Regeneration, Berneslai Homes and Public Health England had been involved in the initiative.
- Media coverage had included Barnsley Chronicle, Sheffield Star, Look North, Radio Sheffield and the Fire Times Magazine.

Members were shown a short film on Realistic Fire Training.

AM Carlin informed Members that SYFR's District Managers would welcome Members' support to identify housing stock, at the correct time of demolition, to enable Realistic Fire Training to continue.

Councillor Hogarth queried whether there was any scope for collaboration on the training with South Yorkshire Police (SYP) and other services.

SM Mee highlighted that part of the project included pre and post training community safety for the areas. The model for the initial phase of the project at Baden Street had been developed solely for SYFR. Yorkshire Ambulance Service (YAS) and SYP had expressed an interest for partner agencies to be utilised as part of the training, should the amount of training or the number of incidents increase.

Councillor Ransome gave thanks for an excellent presentation. She queried whether aerosols, cookers and combustible items presented the most danger to firefighters.

SM Mee stated that the most dangerous element within a building fire was the way in which the fire developed, involving the furnishings and contents within the house. The houses within the Baden Street project had been loosely furnished. From a firefighter risk perspective, aerosols etc. did pose hazards, although the greatest hazards were the internal conditions of a compartment fire.

Councillor Haith queried whether consideration had been given to undertaking Realistic Fire Training in larger buildings i.e. industrial units that would be demolished in the future.

AM Carlin commented that consideration had to be given to the size of the fire. Public Health England had stated that Realistic Fire Training should involve clean burning. The short film observed by Members had shown that the conditions from a firefighter perspective were good, with good visibility of the flames and clean burning to accommodate the issues raised. SYFR had previously undertaken high rise exercises without fire, in empty flats, and this remained on the agenda to be undertaken whenever such an opportunity arose.

Members noted the next steps:-

- Refine the Realistic Fire Training Model.
- Develop new relationships between district and local authorities.

- Roll out Realistic Fire Training to all districts.
- Embed Realistic Fire Training as 'business as usual' within SYFR.

Councillor Burgess gave thanks for an interesting and informative presentation. She highlighted that Realistic Fire Training was vital for the safety of SYFR firefighters and ultimately the safety of the residents of South Yorkshire.

RESOLVED – That Members received the presentation.

10 MINUTES OF THE AUTHORITY MEETING HELD ON 16 OCTOBER 2017

Councillor Ayris highlighted the reference made in the minutes that updates following the Grenfell Tower fire would remain on the agenda; he queried why this did not form part of today's agenda.

Councillor Burgess stated that the issue would be kept live, and that SYFR would ensure that all lessons were learned from the incident and reported accordingly.

CFO Courtney added that a written paper would be presented to the Authority meeting in January 2018, to capture all activity post the Grenfell Tower fire.

Councillor Ayris referred to the recently established web page on the Authority's website, which published the responses to Members' questions that were unable to be answered at Authority meetings. He queried how accessible the web page was for members of the public, and he suggested that the most appropriate method would be to attach the responses to Members' questions to the minutes of Authority meetings.

Councillor Burgess stated that it had been agreed at the last Authority meeting to explore methods of publishing responses to Members' questions for public consumption. She considered that the link to the web page was an acceptable way to communicate such information.

A Frosdick stated that if the answers to the questions raised at Authority meetings could be provided within the meetings, then those responses would be documented within the minutes. In order to provide transparency, the answers to those questions raised at Authority meetings are included within a link next to the minutes of the meeting on the Authority's website.

Councillor Buckley suggested that the current web page be trialled for a 12 month period, following which an assessment could be undertaken to determine how members of the public and the Authority considered it to be working.

DCFO Blunden stated that 137 members of the public had viewed the SYFR Annual Report 2015/16 on the SYFR website.

RESOLVED – That Members:-

- i) Noted that a written paper would be presented to the Authority meeting in January 2018, to capture all activity post the Grenfell Tower fire.

- ii) Agreed that the method of publishing responses to Members' questions for public consumption via a link on the Authority's website be reviewed after a 12 month period.

## 11 REVISION OF CONTRACT STANDING ORDERS

A report of the Director of Support Services was presented to inform Members of the proposed amendments to the Contract Standing Orders (CSO's) which were a refinement of ongoing improvements that would strengthen the overall governance framework.

Members noted that it was necessary to review CSO's in order to ensure that they continued to reflect procurement best practice and remained fit for purpose.

Councillor Burgess stated that she was very pleased to receive the report, which provided an opportunity to view the suggested amendments to the CSO's.

Councillor Ransome gave thanks to M Wood for the very comprehensive report. She referred to the proposed amendment to CSO 27.2, which would alleviate Legal Services of mundane administration work and help to speed up the contract award process. She suggested that it should be stipulated that the decisions should be formally recorded, following the problems encountered with the lack of documentation in relation to Wirral Cladding & Roofing Ltd.

M Wood referred to SYFR's internal procedures which underpinned CSO's. A system was in place to record everything over £25,000 and was tracked as a work programme, together with a control document which would involve the client requesting a procurement. The Procurement Team would add comments and the document would be signed off by the sponsors and the SYFR Executive Team members. All decisions would be included on the Contracts Register which was published on SYFR's website. The Procurement Team would manage everything over £25,000 and anything below £25,000 would be included onto the YorTender electronic portal, which was audited for greater transparency.

Councillor Satur queried the level that would be submitted for Members' decision.

A Frosdick referred to the distinction between the thresholds to invite tenders and the Authority to accept a tender. Under the Constitution, the decision was delegated to CFO Courtney and would only be brought to the Authority if it was considered sufficiently sensitive and required Member input; many award decisions were of a straightforward nature. The decision to incur expenditure at the start of the process would require Member decision if it was above the threshold for Member approval.

M Wood stated that it was intended to present a report to the Authority meeting in January 2018 to explain the procurement of the Facilities Management contract which integrated all of the current contracts around Estates Management and Assets, worth approximately £1m per year, and to inform Members of the strategy proposed to be adopted within the Procurement Team, to seek Member endorsement.

Councillor Satur requested that Members have sight of the document in advance of the Authority meeting in January 2018.

Councillor Burgess suggested that Members considered the report in detail at the Corporate Advisory Group meeting to be held in either December 2017/ January 2018.

Councillor Ayris suggested that it was sensible for the SYFR Executive Team to make any minor changes to CSO's, but to bear in mind that Members had the ultimate governance responsibility. He suggested that a report be presented to the Authority on an annual basis to inform Members of any changes to the CSO's.

Councillor Hogarth highlighted the necessity for Members to be made aware of any changes to the CSO's and the benefits of supporting the people of South Yorkshire by purchasing locally.

M Wood commented that the issue was addressed within the Procurement Strategy and Policy 2018-2021, which explained how SYFR would support the local economy.

Councillor Clements stated that he would have appreciated more than one week to consider both the revisions to CSO's and the Procurement Strategy and Policy 2018-2021; he had many minor points to raise on the documents at a more appropriate time. He expressed concern in relation to the use of the framework agreements, in particular on how the Capital Programme would benefit local business. He suggested that a due diligence exercise be undertaken to determine who the contracts were let to, to ensure that business and employees in South Yorkshire saw the benefit of the money spent.

M Wood highlighted that SYFR was a niche buyer of equipment, which was unlikely to be manufactured locally. Fire and Rescue Services across England are collaborating to standardise the requirements with the intention to derive value from the market wherever possible; there was a need for frameworks within certain areas which could be problematic. The report to be presented to the Authority meeting in January 2018 would indicate that the plans for Barnsley Fire Station would not include a framework for contractors. The intention was to advertise for contractors locally within South Yorkshire; the estimates had indicated that the construction costs were below the European threshold. In relation to the Facilities Management Contract, SYFR was concerned about the balance between national and local bidders. SYFR had approached six local suppliers to attend a market warming day recently, of which none of those local suppliers attended. The Facilities Management contract would be advertised to framework providers and would enable local providers to tender.

Councillor Clements was pleased to learn of the position in relation to Barnsley Fire Station; he was reassured to learn that genuine local construction firms would have the opportunity to tender for the works. He added that M Wood had identified gaps in the market for specialised equipment which local firms may wish to enter into.

CFO Courtney highlighted that through the Home Office, the Government continually encouraged fire and rescue services to aggregate spend, which would enable a reduction in the cost per item. A strategic procurement project was underway, consisting of six different categories i.e. ICT, facilities management and transport, with the projects designed to bring fire and rescue services together to enable a combined order to be submitted in the hope to drive down the cost.

Councillor Haith welcomed the report, in particular the lowering of the thresholds which would provide for greater transparency and governance. She queried SYFR's staff capacity to deliver the increase in workload.

M Wood referred to the balance between using frameworks, which involved the front end of a procurement process being undertaken collectively, and the Procurement Team that would be involved in the middle of the process with a specification. It was noted that through centralising more work into the Procurement Team, the workload would be offset by the use of frameworks. SYFR undertook a process to review and identify any gaps in the current skill set, to determine how the gap could be closed through self-development or additional recruitment. Many internal improvements had been made and a small number of skill gaps had been identified. M Wood was currently filling those skill gaps from his experience, which he would transfer and embed into SYFR; many new standards and procedures were currently being produced. He envisaged that by the first quarter of 2018, that the skills would be up to the standards required, the Procurement Team would be self-sufficient and would be able to deliver the works seamlessly.

Councillor Damms queried whether the way in which SYFR's contracts were devised dissuaded local companies from bidding.

M Wood commented that this was an issue of concern from a procurement point of view. SYFR was extremely conscious of the need to break down the contracts, with one advertisement sent out in two lots i.e. hard and soft, to provide an opportunity for more local suppliers to bid. A market warming day had recently been held to explain SYFR's approach to the market, and to engage with local suppliers wherever possible.

Councillor Ransome queried how long M Wood had been employed by SYFR.

M Wood stated that he had been employed by SYFR for 6 months, with the remit to make strategic and tactical improvements to the Authority's procurement standards. His contract would run until the end of December 2017, with the option to extend the contract to June 2018.

Councillor Burgess thanked Members for the questions raised, and she highlighted the importance for Members to have sufficient time to ask pertinent questions on particular key issues, to ensure that the correct decisions were made. She suggested that it would have been more appropriate for issues such as the revision of CSO's and the Procurement Strategy and Policy 2018-2021 to have been discussed in greater detail at the Corporate Advisory Group. She recommended Members to address any additional detailed questions to S Booth or M Wood.

A Frosdick stated that in relation to CSO 35, the strict delegation would be for CFO Courtney to discharge issues through his Executive Team, who would consult him on any material changes. Members would be notified annually of any changes made.

Councillor Damms requested that Members be informed of any major changes to CSO's during the course of the year.

S Booth stated that initially when procurement matters had been presented to the Authority, it had been specified that a report would be provided to the Authority every other month; a report on property related matters would be presented to the January 2018 Authority meeting.

Councillor Burgess thanked the officers for the work undertaken.

RESOLVED – That Members:-

- i) Considered and approved the proposed changes to the Contract Standing Orders.
- ii) Noted that a report would be presented to the January 2018 Authority meeting in relation to the procurement of the Facilities Management contract, and to seek Member endorsement of the strategy proposed to be adopted within the Procurement Team.
- iii) Would consider in detail at the Corporate Advisory Group meeting to be held in either December 2017/January 2018, the report to be presented to the January 2018 Authority meeting.
- iv) Noted that an annual report would be submitted to the Authority to inform of any changes to the Contract Standing Orders.
- v) Noted that Members would be informed of any major changes to the Contract Standing Orders during the course of the year.
- vi) Were requested to address any additional detailed questions to S Booth or M Wood.
- vii) Noted that a report on property related matters would be presented to the January 2018 Authority meeting.

## 12 PROCUREMENT STRATEGY AND POLICY 2018-2021

A report of the Director of Support Services was presented to inform Members that the existing Procurement Strategy 2013-16 had expired and to present the new Procurement Strategy and Policy 2018-21.

Members noted the following key drivers of the Strategy and Policy:-

- Collaboration - The Home Office had encouraged additional collaboration with the blue light services and public sector authorities.

- Quality weighted Value for Money – Throughout SYFR.
- Continuous improvement – In SYFR staff, systems, processes and supply chains.

Members noted that the National Fire Chiefs' Council was working on a number of work streams to create a framework for specialised equipment and services, which SYFR was encouraged to move towards; some of which were 12-18 months away from being established. 80% of SYFR's non-staffing budget spent was through collaboration of frameworks, with only 20% currently over the revenue spend, which was tendered directly.

M Wood highlighted that SYFR's Procurement Team ensure the Authority's vision to make South Yorkshire safer and stronger is met by procuring goods and services that were both safe and reliable. SYFR had a duty to treat all suppliers equally, transparently and fairly. The Procurement Strategy worked alongside CSO's. SYFR was working closely with partners in order to share knowledge, identify opportunities and to collate data. Each procurement would be undertaken on the balance of risk, the market and subject matter. M Wood had recently analysed all of SYFR's contracts to identify the risks to SYFR. A total of 5 contracts had been identified as high risk, 20 contracts had been identified as medium risk and the majority of contracts were classed as low risk; appropriate contract management and monitoring would be implemented to ensure that SYFR did not suffer in the event of a supply chain breakdown.

Councillor Ayris thanked M Wood for the comprehensive report. He highlighted that no reference had been made within the Procurement Strategy and Policy to the electronic storage of data, which had been a particular problem in relation to the Wirral Cladding & Roofing Ltd records. He queried whether a periodic/frequent review of the quality/price relationship should be undertaken, and whether the Procurement Strategy and Policy should be reviewed in 2 years' time, due to the uncertainty of external influences.

M Wood stated that electronic document storage had not been addressed within the Procurement Strategy and Policy. Within the internal Procurement Team's procedures, there was a requirement that everything over £5,000 must be stored onto the YorTender portal, and that anything below £5,000 must be saved onto the Integra system and be associated with a purchasing order.

Councillor Burgess requested that reference to the electronic document storage be made within the Procurement Strategy and Policy.

Councillor Ayris queried the time limit of the electronic document storage, which was also relevant in relation to CSO documentation changes.

M Wood commented that the Authority would have a document retention policy in place, which was usually 6 years plus one for paper documents. He confirmed that he would amend the Procurement Strategy and Policy to include the electronic document storage and the retention policy. He suggested that an annual report should be presented to the Authority to provide an update on the Action Plan and highlight any changes. All reference to the EU had been removed from the CSO's.

Councillor Burgess requested that Members be provided with the amended document.

In respect of the pre-tendered framework agreements, Councillor Clements queried who would decide whether such agreements would offer best value for money. He requested an estimate as to the scale and problems faced in relation to the capacity and workload within the Procurement Team, and how it was envisaged to overcome those problems.

M Wood stated that any procurement team did not take procurement of a framework automatically; a desk top review of best value, appropriateness and risks would be undertaken every time. The Procurement Team now had access to frameworks for construction and Facilities Management which, following analysis, the Procurement Team did not consider that they were the most appropriate for the Authority, and had recommended an alternative strategy. The Procurement Team did not currently have any experience of the construction of contracts. M Wood was leading on the work of the Facilities Management contract in respect of CPC and Barnsley Fire Station. It was envisaged to go out to tender for Barnsley Fire Station shortly, and to ascertain the consultant skills required before Christmas 2017; the approach of which would be included within the report to be presented to the Authority meeting in January 2018.

Councillor Atkin welcomed the report. He informed the Authority that he was a Director of YPO, under RMBC, to which the Authority was an associate member of YPO. He queried whether SYFR had encouraged the local suppliers to register with YorTender. He queried whether SYFR had been present at a recent Meet the Buyers event held at the Magna Science Adventure Centre, Rotherham.

M Wood stated that SYFR analysed the market and undertook various services with the Companies House in order to identify appropriate local suppliers, who would be contacted via email or telephone to encourage them to register with YorTender if they wished to be invited to bid for a contract; SYFR did not undertake global market shots.

Councillor Maroof asked if SYFR ensured that the tender process was designed to establish contracts with those companies that paid the living wage and above to their employees, particularly in light of some multi-national companies which operated in different countries where child labour was an issue. He wanted to ensure that such conditions were imposed when working with such companies.

M Wood stated that the issue of the living wage was a key decision to be made by the Authority, to either introduce the national minimum wage/living wage. The report to be presented to the Authority meeting in January 2018 would propose the implementation of the living wage in relation to the Facilities Management procurement. In relation to the supply chain standards for modern slavery and child labour, SYFR was obliged by law to use a standard supply questionnaire which covered all criteria and would be completed by all small suppliers.

Councillor Haith stated that she would have preferred the Action Plan to have included a timeline.

S Booth confirmed SYFR's commitment to present a procurement report to the Authority, bi-monthly, in order to provide an update on the action taken against the Action Plan.

Dr Billings queried whether procurement with the police was undertaken regionally.

S Booth confirmed that procurement was undertaken with the police regionally.

Councillor Ayris queried whether there would be an opportunity to discuss the issues of the ethical procurement policies at another time.

Councillor Burgess suggested that ethical procurement policies should be discussed at the Corporate Advisory Group.

Councillor Burgess gave thanks to M Wood for answering Members' questions in detail. She suggested that in future issues such as this, which required detailed consideration by Members, be considered first at the Corporate Advisory Group.

RESOLVED – That Members:-

- i) Considered and approved the proposed Procurement Strategy and Policy 2018-21.
- ii) Noted that issues requiring in-depth Member consideration be submitted to the Corporate Advisory Group before FRA.
- iii) Noted that the Procurement Strategy and Policy would be amended to include the electronic document storage and the retention policy.
- iv) Noted that an annual report would be presented to the Authority to provide an update on the Action Plan and highlight any changes.
- v) Be provided with the amended Procurement Strategy and Policy.
- vi) Noted that a report would be presented to the Authority meeting in January 2018 to address:-
  - The approach for the Barnsley Fire Station tender.
  - To propose the implementation of the living wage in relation to the Facilities Management procurement.
- vii) Noted that a procurement report would be presented to the Authority, in order to provide an update on the action taken against the Action Plan, on a bi-monthly basis.

13 PROJECTED OUTTURN SEPTEMBER 2017 (Q2)

A report of the Director of Support Services was submitted which was the third in a series of reports that Members would receive throughout the financial year, to inform of the likely financial performance for the year ended 31 March 2018.

S Booth informed Members of a projected unplanned overall operating overspend of £0.484m which equated to 1.0% of the budget and had principally arisen from the assumptions factored in around a 2% pay inflation from firefighters rather than the 1% within the budget, together with the IRMP and the additional 15 firefighters that were envisaged to commence at SYFR from December 2017. It had been forecast, as part of the planned financial forecast at the beginning of 2017, to contribute approximately £1.5m into reserves which, taking into account the £0.484m projected overspend would result in a net contribution of general reserves of £1.246m.

Councillor Clements requested that Members be provided with a copy of the revised capital schedule for property related projects.

S Booth referred Members to the table within the capital programme monitoring section of the report, which included the re-profiling of the 2017/18 capital expenditure. He stated that the Medium Term Financial Plan 2017-20 report on today's agenda included a revised profile of the property spend on capital to 2020.

Councillor Ayris made reference to the SYFR website, which had indicated that a member of staff had been seconded to Safety Solutions UK Limited (SSUK). He queried the total number of SYFR staff that had been seconded to SSUK.

S Booth stated that he would clarify the position.

Councillor Ransome referred to the SSUK Shareholder meeting held in October 2017 where Members had been advised that a payment to SYFR of 2016/17 for fixed overheads from SSUK had been deferred to the current financial year to support cash flow; she queried where this was documented within the report.

S Booth stated that he was unsure where this would be shown within the report. The business terms agreed with SSUK was that the fixed overheads would be on a 12 month deferment basis, and would be embedded within SYFR financials from 2016/17.

Councillor Ayris requested a breakdown of the outcome of the Judicial Review of SYFR's proposed CPC arrangements to identify the implications that it now posed for the Authority.

S Booth stated that the matter would be addressed within the Update to the Integrated Risk Management Plan 2017-20 report on today's agenda.

**RESOLVED – That Members:-**

- i) Noted and considered the projected revenue overspend of £0.484m for the financial year ended 31 March 2018.
- ii) Noted that S Booth would clarify the number of SYFR staff that had been seconded to Safety Solutions UK Limited.

14 UPDATE TO INTEGRATED RISK MANAGEMENT PLAN 2017-20

A report of the Deputy Chief Fire Officer and Director of Service Development was presented to provide an update to the Integrated Risk Management Plan (IRMP) for 2017-20. The SYFR's IRMP 2017-20 had been approved by Members in April 2017 following a period of public and staff consultation.

DCFO Blunden informed Members of the slightly more optimistic and certain financial picture over the next few years. Members had requested at the Corporate Advisory Group held in September 2017 that an IRMP variation be presented to today's meeting, to indicate that the changes within the current IRMP would not be made to the crewing at Doncaster and Sheffield Central Fire Stations, and that a fifth day staffing appliance would be introduced in SYFR in 2018.

Members noted that the Fire Brigades' Union (FBU) had presented a legal challenge to the Authority earlier in the year in relation to the continued use of CPC and the current IRMP, and had requested a judicial review. The initial hearing had been held in July 2017 and had been found in the Authority's favour. The FBU had subsequently appealed the decision and the appeal hearing had been held on 16 November 2017. During the hearing the judge had determined that there was an arguable case on both sides for the appeal hearing to go to Court for a full day's hearing in March 2018. SYFR considered that the IRMP should reflect the risks to the Authority; CPC saved the Authority £1.6m per year and protected the immediate response from four of the fire stations across South Yorkshire.

DCFO Blunden stated that any changes made following the appeal hearing in March 2018 would result in no protection and a potential worsening of fire cover at four of the fire stations across South Yorkshire, as there would be no option to put £1.6m of resource back into SYFR. In such an eventuality a report would be presented to the Authority for consideration. If this was the case, it is likely that another fire station within the Doncaster District would become day staffing (or similar duty system) in place of Edlington Fire Station. He recommended that the IRMP variation be slightly amended to capture the activity of CPC and the implications for SYFR.

Councillor Ayris queried when the updated IRMP would be presented to the Authority.

DCFO Blunden stated that the updated IRMP as presented would be revised to include the information provided today, and would be published on SYFR's website, unless Members required sight beforehand. Any additional changes to the IRMP would not be made until after the appeal hearing in March 2018.

Councillor Ayris requested that Members have advance sight of the paragraph relating to potential CPC changes in the updated IRMP.

Councillor Burgess suggested that it would be advantageous for Members to be provided with a copy of the updated IRMP via email. She requested Members then indicate – by return e-mail – whether they agreed to the updated IRMP.

Councillor Clements stated that he was very pleased to observe that the earlier decisions to change the staffing levels at Sheffield and Doncaster Fire Stations had been reversed. He sought reassurance that the prioritisation of Sheffield and Doncaster Fire Stations was evidence based and not purely a matter of timings, following Barnsley and Rotherham Fire Stations that had been affected last year.

CFO Courtney stated that to some extent this had resulted from a matter of timing. The process by which the existing second pumps had been converted to day crewing night time retained had been undertaken on the basis of the quietest first; Barnsley Fire Station had been the least busy pump and had therefore been the first to undergo the transition, and Rotherham Fire Station had been the second station. Whilst the financial situation had sufficiently improved, and it was now unnecessary to proceed with the remaining proposals, it had not been considered appropriate to revisit those proposals already delivered. Part of the IRMP process was to continually reconsider issues when circumstances changed. It was believed that there was still a compelling argument for adding in the additional day crewing pumps to provide greater capacity during the day.

Councillor Haith queried whether any decisions would be made in relation to Edlington Fire Station either before or after the appeal in March 2018.

CFO Courtney stated that Edlington Fire Station was too busy for any alternative to CPC, although CPC worked very well on quiet stations; there were a number of health and safety implications for CPC on busy fire stations that could not be ignored. Members noted the degree of debate around Edlington Fire Station. If it was determined that CPC could not continue to be utilised, then alternative arrangements would have to be ascertained for Edlington Fire Station.

RESOLVED – That Members:-

- i) Approved the updated elements of the IRMP 2017-20.
- ii) Noted that the updated IRMP as presented would be updated to include the risk to CPC, the judicial review on the judgement, to capture the activity of CPC and the implications for SYFR.
- iii) Noted that the Corporate Advisory Group would discuss the judgement to be made in March 2018, before being formally presented to the Authority for decision.
- iv) Agreed to receive a copy of the IRMP via email with the further revisions, and to indicate whether they agreed those.
- v) Noted that, following Members acceptance to the updated IRMP, the document be published on SYFR's website.
- vi) Noted that no additional changes to the IRMP would be made until after the appeal hearing in March 2018.

15 EFFICIENCY PLAN UPDATE AUTUMN 2017

A report of the Deputy Chief Fire Officer and Director of Service Development was presented to provide Members with an update on the Efficiency Plan, which SYFR was required to publish under the criteria for Fire and Rescue Service Efficiency Plans set out by the Government in 2016.

Members noted that in October 2016, the Efficiency Plan had been submitted and accepted by the Government, which had resulted in a fixed funding settlement until 2019/20. The Service would continue to report to the Authority annually on the progress made to working towards meeting the objectives set out within the Efficiency Plan.

RESOLVED – That Members:-

- i) Approved the publication of the Efficiency Plan Update Autumn 2017.
- ii) Noted that a report would be presented to the Authority annually on the progress made to working towards meeting the objectives set out within the Efficiency Plan.

16 MEDIUM TERM FINANCIAL PLAN 2017-20: AN UPDATE

A report of the Clerk and Treasurer was submitted to provide an early insight and understanding as to the likely financial performance and position of SYFR ahead of the proposed Annual Revenue Budget and Council Tax Setting report that was due to be considered by Members on 12 February 2018.

I Rooth highlighted that the role of the Treasurer was to provide the Authority with assurance that the assumptions which underpin the Medium Term Financial Plan (MTFP) were robust and prudent, and they worked closely with S Booth in this regard.

The Medium Term Financial Plan was based on the IRMP, with the bulk of funding received from Central Government resources. The Efficiency Plan had been submitted and approved on the basis of receiving certainties from Central Government on the 4-year funding plan, which was a key assumption within the MTFP; any changes would be known through the local government financial settlement in December 2017. Members noted the council tax increase of 1.97% and the growth assumptions around council tax and business rates; the assumptions would be firmed up over the next 2-3 months following feedback received from the four South Yorkshire districts. The recent budget speech delivered by the Chancellor of the Exchequer had indicated that there would be a number of changes to the business rates and council tax; the assumptions were currently being worked through and would be firmed up for the February 2018 budget report to be presented to the Authority.

Members were referred to the two key issues in relation to expenditure for the assumptions on the pay award, 75% of the overall fire budget was based on salaries and the assumption for 2017/18 was that firefighters would be awarded a 2% pay increase. BMBC had worked with SYFR, in a treasury management

capacity, to review the minimum revenue provision and to change the way in which it was proposed to be undertaken. This issue would be debated in more detail at the Audit and Governance Committee today.

Members had previously approved a reserves strategy which would seek to use any available resources to fund capital projects, which the MTFP built upon.

I Rooth stated that the MTFP was prudent at this time, based upon reasonable assumptions.

S Booth highlighted that the MTFP was an important document for the Authority and a key enabler for the variations to be made to the IRMP. In relation to procurement, an in-depth review of finance had been undertaken through the Corporate Advisory Group. He assured Members that attempts had been made in relation to the spending assumptions, to future proof SYFR to deliver on the key vision and priorities with regard to emergency response, prevention and protection and all support services. SYFR had recently responded to a technical consultation on the finance local government settlement in relation to the excessiveness principles on council tax; the National Fire Chiefs' Council and SYFR had suggested further financial flexibility with regards to increasing the council tax by up to a maximum of £5 per property. The outcomes would be put forward as part of the provisional Local Government settlement.

Councillor Burgess thanked S Booth for the detailed report. She requested that the financial information in relation to the Authority and SYFR be separated within the MTFP in the future. She was pleased that further information in relation to the spend of reserves was beginning to be made available to Members, following the discussion held at the Corporate Advisory Group.

Councillor Satur questioned the equality between the firefighter pay award of 2% in 2017/18 and the support staff pay award of 1% in 2017/18. She queried the reference made within the report that the LIFE Scheme would be funded through SSCR, as it had previously been agreed that the LIFE Scheme would not be funded in this way. She also queried whether the reduction in support staff numbers following the Support Services Review would impact on the Authority's need to be prepared for the HMIC FRS inspection.

CFO Courtney stated that the pay awards for non-uniformed and uniformed staff were set nationally. The firefighter pay award had reflected the debate held earlier this year, whereby the employers had made an offer of 2% to be funded locally in the first instance and 3% to be funded by another means within the same year; the offer had ultimately been rejected. SYFR had an expectation to pay the 2% but had not yet done so. The support staff pay award reflected the public sector pay cap, there had been no suggestion by any party that it should be increased this year or in the future.

DCFO Blunden highlighted that reference to the LIFE Scheme within the MTFP referred to a reduction in the one off grant funding, as the LIFE Scheme was not funded out of SSCR.

CFO Courtney referred to the Support Services Review which included an example of an area where the shortfall of skill sets had been addressed, to ascertain where existing staff could 'up skill', rather than employing additional staff; it was hoped that the digital strategy and proposals for increased technology would assist existing staff.

Councillor Satur queried whether this related to the lack of Control staff.

CFO Courtney confirmed that this was not the case.

Councillor Ayris commented that he had expected to receive an illustration of the impact of continuing with the 2% council tax increase following the Corporate Advisory Group. He requested that officers produce an illustration of the consequences if the council tax was not increased up to the 2% threshold, to determine whether there was a necessity to do so.

S Booth stated that the current planning assumptions were included within the report. As part of setting the budget and council tax there was an opportunity for this to be debated and considered, and for Members to take a decision as whether to uphold the 1.97% that had been factored in. As part of working towards the budget in the New Year, the information would be submitted to a Corporate Advisory Group, in advance of the budget being set in February 2018.

Councillor Burgess highlighted that no decision would be made at today's Authority meeting. She was concerned that the DCLG had requested SYFR to provide a view on the council tax precept, and that a response should have been made from the Authority. She would expect that in the future, anything around the decisions of the council tax precept came directly from the Authority.

Councillor Atkin queried whether reference was made within the MTFP to the introduction of a sixth day crewing appliance, as referred to in the IRMP.

DCFO Blunden stated that this had been factored into the IRMP variation to indicate that during 2019/20 it would be envisaged to introduce a sixth day crewing appliance, subject to available funding; to be reviewed yearly and presented to the Authority for discussion.

Councillor Hogarth referred to the pay rise for support staff and firefighters. He queried how this would impact on the gender pay gap within the Authority and what was being undertaken to address the situation.

CFO Courtney stated that SYFR were obliged to conform to the decisions made by Government around both uniformed and non-uniformed pay; there would be implications due to the higher proportion of non-uniformed staff being female. SYFR were heeding Government's aspiration to employ greater numbers of female uniformed staff, which may balance out the position over time.

Councillor Hogarth suggested that the situation should be made public.

Councillor Ransome queried how the FBU had been involved and consulted in relation to the views of the staffing arrangements at the Doncaster Fire Stations.

DCFO Blunden stated that, as part of the regular joint negotiating meetings with the FBU and the meetings with the other trade unions, it had been discussed that no changes would be made to the staffing arrangements in Doncaster and Sheffield Fire Stations.

Councillor Ayris queried whether it would be possible for Members to have a breakdown of the recruitment in terms of the ambition to have a fully staffed wholetime service.

DCFO Blunden reported that a recruitment campaign would shortly commence to enable a total of 79 staff to be recruited over 2018/19, and that plans were in place to ensure a like-for-like replacement in order to meet the SYFR IRMP objective to ride 5 firefighters on the first term appliance; an additional 15 qualified firefighters would join the Service by December 2017.

**RESOLVED – That Members:-**

- i) Accepted the updated MTFP for the financial years 2018/19 to 2019/20, noting the contents of the report and in particular endorsed the proposed IRMP Variations and other operational changes that positively support SYFR in delivering its commitment to provide the best possible service to the people of South Yorkshire within the resources available to it (Sections A and B of the Report).
- ii) Accepted the proposed approach for managing reserves as set out in Section C to this Report – paragraphs 46 to 50 in particular endorsing:
  - The need to retain a minimum general reserve (including operational contingency) of £5m (c10% of the Net Revenue Budget).
  - The setting aside of £14.714m in a Capital Investment Reserve to finance capital expenditure incurred 2017-2020 on approved schemes, that would enhance the infrastructure, assets and equipment available to firefighters for providing emergency response.
  - The top up of the Invest to Save Reserve to facilitate the further modernisation and improvement of the Service linked to strengthening its operational efficiency and effectiveness.
- iii) Noted the up to date approved capital programme spending and financing projections 2017/18 to 2019/20 (Section D).
- iv) Noted the known financial risks and events that would need careful consideration and management when setting the 2018/19 Budget and Council Tax (Section E).
- v) Noted that the assumptions of the changes to the business rates and council tax, following the budget speech delivered by the Chancellor of the Exchequer, would be firmed up for inclusion into the budget report to be presented to the Authority meeting in February 2018.

- vi) Noted that the current planning assumptions would be discussed at a Corporate Advisory Group, in advance of the Authority meeting in February 2018.
- vii) Noted that the financial information in relation to the Authority and SYFR be separated within the MTFP in the future.

17 POLICE AND FIRE COLLABORATION BOARD PAPERS

A report of the Deputy Chief Fire Officer and Director of Service Development was submitted to provide Members with an update on the progress being made with the duty to collaborate in respect of South Yorkshire Police (SYP) as set out in the Policing and Crime Act 2017.

DCFO Blunden informed Members of an issue in relation to the LIFE Team, which had been a 'proof of concept' funded jointly by SYP and SYFR directly to deliver an intervention in the Sheffield district. SYFR had been clear in terms of presenting the initial proposals and requesting additional funding from the Authority over the last 12 months, that should no external funding be ascertained by 1 April 2018, the recommendation would be for the LIFE Team to cease in its current format. Despite the work undertaken by both the SYP and SYFR teams with the metropolitan boroughs and Yorkshire Ambulance Service (YAS), no additional funding had been ascertained for the LIFE Team. DCFO Blunden stated that therefore the Deputy Chief Constable and himself would recommend to their respective Chiefs that from 1 April 2018 the LIFE Team would cease. AM Helps would continue to work with YAS to ascertain whether there was any funding available.

Following a review over the last 15 months of the activity of the LIFE Team, it had been determined that, of the 6,000 plus visits made, less than 10% of those visits had been converted into Home Safety Checks (HSC), with a similar number of visits where crime advice had been given and a significant amount of work had been undertaken around the health agenda. Members noted that SYFR's budget was finely balanced and that any additional expenditure over and above that set out within the Medium Term Financial Plan would result in firefighters being unavailable. SYFR's core business was to provide an emergency response to the people of South Yorkshire.

Members noted the recommendation to cease the LIFE Team in its current format from 1 April 2018.

DCFO Blunden stated that a report would be submitted to the next Police and Fire Delivery Board to review the achievements and how they could be subsumed into business as usual, to be rolled out across all four districts in particular to the community and SYP hubs.

Councillor Burgess stated that it was necessary for Members to be kept updated on the many issues in relation to the Police and Fire Collaboration Board; she had a number of concerns and further questions to be raised. It is important that the Authority understand how the Board operated and its relationship with the Authority.

Councillor Ayris queried whether the minutes of the Police and Fire Collaboration Board could be submitted to the Authority meetings.

Councillor Satur highlighted the need to be informed of the financial implications from SYFR and SYP perspectives.

RESOLVED – That Members noted:-

- i) The contents of the report.
- ii) The recommendation to cease the LIFE Team in its current format from 1 April 2018.
- iii) That a report to be submitted to the next Delivery Board to review the achievements of the LIFE Team and how they could be subsumed into business as usual, to be rolled out across all four districts in particular to the community and SYP hubs.
- iv) The minutes of the Police and Fire Collaboration Board to be submitted to the Authority meetings.
- v) To be kept updated on the many issues in relation to the Police and Fire Collaboration Board.
- vi) That the Authority would be informed of the financial implications from the SYFR and SYP perspectives.

## 18 AMENDMENT TO THE LOCAL PENSION BOARD CONSTITUTION

A report of the Clerk to the Fire and Rescue Authority was presented to seek to make a further minor amendment to the Local Pension Board (LPB) Constitution, in respect of Section 8 – Tenure, for Pension Board members to serve no longer than two terms of 3 years, and that the Board and Scheme Manager would be responsible for extending the term beyond 6 years if it was felt appropriate to retain skills and expertise.

L Noble stated that when the LPB's had first been established in 2015, the CLG had issued guidance around the content of the LPB constitution. At that time there had not been a National Scheme Advisory Board and the guidance did not cover every eventuality as the LPB's evolved.

Members noted that in relation to Section 6.2 of the Constitution, the CLG Guidance had stated that Scheme Manager representatives could sit on the LPB, although this was not now recommended as best practice. The Constitution also needed to be amended to clarify allowances for LPB members which are only paid to the two Independent Members.

Councillor Ransome queried whether the appointment of Independent Members for the LPB was consistent with those in place for the Independent Members of the Audit and Governance Committee.

L Noble stated that the rules around LPB Member appointments originated from the CLG Guidance which was different to the co-opted Member or Independent Member arrangement which was determined locally.

Councillor Burgess stated that Councillor Atkin had agreed to attend future LPB meetings, in an observer capacity, on behalf of the Authority (as Scheme Manager).

Councillor Ayris queried the difference between Independent Members on the LPB and those serving on the Audit and Governance Committee.

A Frosdick stated that appointments to the Local Pension Board was covered within the regulations from the CLG, whilst the arrangements for Independent Members on the Audit and Governance Committee were a matter for the Authority.

RESOLVED – That Members:-

- i) Considered and approved the addition to Section 8 – Tenure.
- ii) Noted that the Local Pension Board Constitution would be amended to reflect:-
  - That it was not recommended as best practice for the Scheme Manager Elected Members to sit on the Local Pension Board as full Members.
  - That Local Pension Board Members did not receive an allowance, with the exception of the two Independent Members.
- iii) Noted that Councillor Atkin would attend future Local Pension Board meetings, in an observer capacity, on behalf of the Authority (as Scheme Manager).

## 19 INDEPENDENT MEMBERS OF THE AUDIT AND GOVERNANCE COMMITTEE

A report of the Clerk to the Fire and Rescue Authority was submitted which covered two issues in respect of the existing Independent Members of the Audit and Governance Committee to seek confirmation of the first four year term of office for Christopher Pilkington to January 2021 and to inform of the resignation and replacement for Colin Wane.

Councillor Burgess suggested that it would be advisable for the Evaluation (Interview) Panel to consist of Members from across the whole political spectrum of the Authority; Members were requested to inform L Noble of their interest to sit on the Evaluation (Interview) Panel.

Members noted that the advertisement to recruit an additional Independent Member of the Audit and Governance Committee would be made early in the New Year.

RESOLVED – That Members:-

- i) Confirmed the first term of office of four years for Christopher Pilkington to January 2021.
- ii) Tasked officers with developing a suitable appraisal process for Independent Members to be brought back to a future Audit and Governance Committee.
- iii) Noted the resignation of Colin Wane and gave approval for officers to commence the process to recruit an additional Independent Member of the Audit and Governance Committee.
- iv) Noted that the Evaluation (Interview) Panel would consist of Members from across the whole political spectrum of the Authority.
- v) Would inform L Noble of their interest to sit on the Evaluation (Interview) Panel.
- vi) Noted the advertisement to recruit an additional Independent Member of the Audit and Governance Committee would be made early in the New Year.

20 DRAFT MINUTES OF THE APPEALS AND STANDARDS COMMITTEE HELD ON 9 OCTOBER 2017

RESOLVED – That Members noted the draft minutes of the Appeals and Standards Committee held on 9 October 2017.

21 DRAFT MINUTES OF THE LOCAL PENSION BOARD HELD ON 17 OCTOBER 2017

RESOLVED – That Members noted the draft minutes of the Local Pension Board held on 17 October 2017.

22 DRAFT MINUTES OF THE APPOINTMENTS COMMITTEE HELD ON 31 OCTOBER 2017

Councillor Burgess welcomed Alex Johnson to the Authority and the Service.

RESOLVED – That Members noted the draft minutes of the Appointments Committee held on 31 October 2017.

23 MINUTES OF THE YORKSHIRE AND HUMBER EMPLOYERS ASSOCIATION HELD ON 3 OCTOBER 2017

RESOLVED – That Members noted the draft minutes of the Yorkshire and Humber Employers Association held on 3 October 2017.

24 EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act and the public interest not to disclose information outweighs the public interest in disclosing it.

25 STRONGER SAFER COMMUNITIES RESERVE ROUND 3

A report of the Clerk to the Fire and Rescue Authority was presented to update Members on the submissions to the Fund, the assessment process and the projects that the Assessment Board had recommended to receive Round 3 funding.

RESOLVED – That Members agreed to the recommendations outlined within the report.

26 CONTINGENCY ARRANGEMENTS UPDATE

A report of the Deputy Chief Fire Officer and Director of Service Development was submitted to provide an update on the current arrangements with regards to the contingency arrangements together with a detailed proposal and associated costs for the consideration of Members.

RESOLVED – That Members:-

- i) Considered the contents of the report.
- ii) Instructed the Chief Fire Officer accordingly.

**All Members voted in favour of the decision, with the exception of Councillor Hogarth who voted against the decision.**

CHAIR